

Report of the Evaluation of the World Parks Congress

Draft

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Executive Summary

Introduction

IUCN - The World Conservation Union has long been involved in and respected for its work in Protected Areas. From the creation in 1960 of what is now called the World Commission on Protected Areas (WCPA) to the present, the membership of the Commission and the broader constituency involved in Protected Areas work have grown significantly. IUCN and WCPA have organized global Park Congresses for representatives of the Protected Areas constituency every decade since 1962 – in Seattle, USA (1962), Yellowstone National Park, USA (1972), Bali, Indonesia (1982), Caracas, Venezuela (1992) – and Durban, South Africa (2003), attended by some 2890 delegates.

Over the years, demands on IUCN and WCPA have grown significantly to support and respond to the expanding Protected Areas constituency, and to fund and implement the World Parks Congress on a regular basis. The high level of effort and resources required to support the expanded constituency and to host regular Parks Congresses have led IUCN and WCPA to reflect on whether a large global forum such as Parks Congress is still an appropriate vehicle through which to support a global Protected Areas constituency, and whether it is possible to achieve an ambitious set of objectives through such a large global event.

This reflection by the senior management of IUCN and WCPA, along with donor interest in an evaluation, led to the commissioning of this evaluation of the fifth World Parks Congress. Carried out by the IUCN regional and global evaluation team with technical support from Universal Management Group, the evaluation sought to obtain feedback from participants, senior managers and donors on the rationale, relevance, effectiveness and efficiency of the Parks Congress in order to improve future Congresses, and to provide accountability to donors and partners.

This report presents the results of the evaluation – both in the form of this Executive Summary for those wishing an overview of the results and recommendations, as well a more detailed presentation of the technical evaluation results in the main body of the Report.

The evaluation provides feedback on the core questions of the evaluation, as well as raises key strategic issues that IUCN and WCPA should address. First, the evaluation provides concrete feedback on the perception of participants, managers and donors on the rationale for holding a global Parks Congress, how well IUCN and WCPA planned and delivered the Congress, met its objectives and how efficiently resources were used. Secondly, at a more strategic level, the evaluation points to the need for IUCN and WCPA to address three major strategic issues:

- clarity concerning the role that IUCN and WCPA wishes to play in supporting a global constituency of Protected Area related professional interests in order to better achieve the Mission of IUCN;
- understanding better how to plan and deliver a global Congress that is seen as relevant, transparent, credible and inclusive of key stakeholders;
- and thirdly, the challenge for IUCN in managing the inherent tensions that arise when multiple stakeholders (often with opposing views) are effectively engaged.

These issues are explored further following the summary of Findings of the Evaluation.

Findings

Rationale: **General support for the concept of a global Congress, but limitations in the current model were highlighted**

A global Congress was generally perceived by participants, senior managers and donors as a suitable vehicle for reviewing lessons learned, setting a global Agenda for Protected Areas and strengthening multi-stakeholder involvement. However, while supporting the concept of a global Congress, they complained of the size, lack of time to address in-depth issues adequately, and the unbalanced representation of key stakeholder groups. Senior managers largely perceived the Congress as valuable in advancing IUCN's Programme, while some donors suggested that IUCN could have done more to demonstrate its leadership and highlight its expertise in Protected Areas management and conservation.

Relevance: **High agreement that the Congress was professionally relevant to target audiences but concerns were raised about the variability of the Outputs**

The evaluation found the WPC to be professionally and personally relevant to targeted stakeholder groups including the private sector, indigenous peoples and Protected Area managers. For most, the main reasons for attending the WPC were largely met and the benefits cited by participants included learning and gaining specific tools, skills or knowledge as well as networking and the development of potential partnerships.

With respect to the relevance of the WPC Outputs¹ these were largely perceived as being forward-looking but variable in quality and depth. Mixed opinions were provided on the adequacy of focus, clarity of implementation and presentation of new ideas. Moreover, participants noted the need for focused implementation plans in order to move beyond rhetoric and ensure the relevancy of the Outputs. The lack of adequate opportunity for input, debate and discussion on the Outputs was noted as a major weakness, as well as the perception that the Outputs preparation process was 'precooked' before the Congress.

There was little feedback from youth and it was unclear how many youth representatives attended the WPC or whether their expectations were met. Some participants said a more targeted approach is required to involve youth. The business sector was also considered to be under-represented.

Effectiveness: **The Congress was generally seen as effective in reviewing lessons, contributing to the global Protected Area Agenda, strengthening multi-stakeholder involvement, and technical networking but less so in addressing the sustainable development agenda.**

While the WPC was perceived as having facilitated a review of lessons, concerns expressed by participants point to the inherent difficulties for a large gathering of people to adequately address a wide array of issues. In addition to the insufficient time and opportunity to focus on specific issues in-depth, a lack of emphasis on regional issues or rigorous analysis of progress since the Caracas Parks Congress in 1992 were highlighted as weaknesses.

The WPC was viewed as contributing to setting the Protected Area Global Agenda for the next ten years. The positive contributions that were noted included setting direction and raising awareness, identifying challenges / gaps, and identifying the need for partnerships and management tools. Some suggested that the credibility of the global Agenda was largely a consequence of the WPC process. As a remedy to the limited opportunity for involvement and input, participants suggested regional and more specialized forums as complementary processes to build up to a global Congress.

¹ Durban Accord and Action Plan, Recommendations, Input to the CBD, UN List and State of the World's Park Report

The WPC was generally perceived as having contributed to building of a more effective constituency for Protected Areas. In this regard, the involvement of multiple stakeholders was noted by many as one of the most important contributions of the WPC, especially with regard to the involvement of indigenous and mobile peoples. But this was only a “good start”, since important stakeholders such as the private sector and youth were perceived as being inadequately represented.

While the WPC was widely seen as having placed the broader sustainable development agenda “on the table”, participants were more cautious in their assessment of how effective the WPC was in addressing specific development issues such as the capacity of Protected Areas to anticipate and adapt to economic and social change. Moreover, concern expressed by participants on this issue points to the real need of the Protected Area community to deepen its understanding, clarify its thinking and enhance its capacity to work on relating Protected Areas to the broader sustainable development agenda.

The WPC was strongly perceived as having been effective in providing technical networking opportunities to participants. However, support for informal networking was considered inadequate: there was a lack of time and space for such activities. Participants also noted that informal networking could benefit from better facilitation through such means as delegates’ lists and bulletin/message boards.

In terms of the workshop streams, these were mostly perceived as having clear objectives and thorough content coverage of issues. Nevertheless, here too, concern was expressed at the lack of depth at which issues were explored and discussed, largely due to the overloaded agenda of the Congress and workshop programme and the inadequate facilities for small workshop sessions. The training courses associated with the workshop streams were well received and perceived by participants to be well organized, interesting and relevant to their work.

For the most part, reasons for attending the WPC were related to the desire to learn about and contribute to the conceptual analysis of Protected Areas, specific practical applications, the development of the Protected Area movement and the networking potential that such global forums present. Even though one-third of participants observed that their expectations had been fully met and that over half reported tended towards the positive despite reservations, the most significant concern expressed by respondents was a general lack of opportunity to participate in discussions of interest to them.

Efficiency: **The Congress was generally perceived by participants to be well organized, but an overly complex design, overloaded agenda and on-site logistical problems led to inefficiencies in implementation.**

While participants and staff indicated that overall they found the Congress to be well organized and donors recognized the difficulties in organizing an event the size of the WPC, they raised a range of significant organizational issues requiring attention and improvements for future Congresses. Pre-arrival logistics (hotel bookings, pre-registration), on-site registration and in the workshop streams were experienced by numerous participants as disorganized with inadequate information and inappropriate facilities for workshop sessions. They urged IUCN to place a stronger emphasis on regional preparatory events as well to provide a more user-friendly Website and accurate up-to-date Programme Guide.

IUCN Congress management and leadership were urged to streamline the design of the Congress agenda to allow for fewer sessions and more time for participants to discuss and debate key issues, and to network and hold informal meetings. More control by IUCN management over the strategic purpose, content and quality of workshops and plenaries was strongly suggested, along with a higher profile for IUCN and its technical expertise in all parts of the Congress. While many of the Outputs were seen to be useful and relevant to the Protected Areas Agenda, there were too many Outputs for staff and volunteers to coordinate and manage efficiently. Problems of coordination between the many sessions and Outputs, late delivery of Outputs and a perception by participants of a lack of transparency in the Output process were issues identified as requiring significant improvements in future Congresses.

More efficient use of documentation and translation resources, as well as improvements to the strategic focus, integration and quality of the communication Outputs were recommended, as well as a more balanced use of IUCN's three official languages. The Exhibition Centre at the WPC was praised for its high quality, stimulating content and utility – by participants, donors and staff – and a similar facility was highly recommended for future Congresses.

Conclusion and Recommendations

Strategic Issues

The Findings of the evaluation point to the need for IUCN and WCPA to address a number of key strategic issues:

Clarifying the role of IUCN and WCPA

Clarity is needed on the role that IUCN and WCPA wishes to, or should, play in supporting a global constituency of Protected Area professionals in order to better achieve the Mission of IUCN. This is related not only to the role and profile of IUCN in convening large global Congresses, but also to its role in the support to, and renewal of, the global Protected Areas movement. Throughout the evaluation there have been mixed messages and ambiguities about what this role should be. On the one hand there is substantial support for IUCN to continue to provide a high level of staff and volunteer effort and funds to host global Congresses in order to provide opportunities for participants to network and show case their work. At the same time there is considerable criticism from senior managers and from donors that the profile of IUCN and WCPA is too low. Should IUCN and WCPA's role be to provide the staffing, facilitation and funding for members and partners to show case their work, or is there a role and purpose for a higher more strategic profile for IUCN in such forums? Is it possible to find a better balance between supporting, staffing, convening, and providing high quality technical and intellectual content?

The evaluation also points to another 'role' dilemma for WCPA, that is, deciding on the role it should play in supporting the existing Protected Area constituency and in addressing new and emerging issues. Participants provided mixed and sometimes divided views in the evaluation on whether and/or how the Protected Area Agenda should broaden its activities and constituency to address sustainable development and poverty alleviation, and whether and how it should work with new constituencies that affect Protected Areas, such as the extractive industries sector. In addition participants articulated a wide range of views and requests on the role that WCPA should play in supporting the existing Protected Areas professional constituency, varying from providing more site-specific applied training in the use of Protected Area field tools, to undertaking more conceptual analysis and synthesis of experience, to influencing global policy. Clearly this local to global spread of suggested roles means that WCPA and IUCN must be strategic in identifying where their comparative advantage lies, or risk being spread too thin.

Improving how Congresses work

The evaluation provides considerable feedback on and recommendations for both strategic and operational improvements needed in order to effectively deliver a global Congress. While some of the problems encountered were specific to Durban (such as security issues) many could be improved by paying closer attention to a clear focused design of the event, and to improved strategic management of the quality of the content, process and Outputs.

Even though many participants and donors recognized the inherent difficulties of effectively delivering a large global Congress, the challenge remains for IUCN and WCPA to improve the perception of the Congress as a relevant, transparent and inclusive event. A better balance needs to be found between the early development of Outputs in order to give the Agenda focus and momentum, and adequate time in the lead-up to, and at the Congress, for participants to feel that they have had sufficient opportunity to influence the shape of the Outputs and thus feel that the process is transparent and credible. Similarly, increased efforts to ensure adequate representation and effective participation of targeted stakeholder groups are essential to the credibility of the event.

Managing the tensions of multiple stakeholder interests

Linked to the issue of clarity of IUCN and WCPA's role in global Parks Congresses is the issue of the need to better manage the inherent tensions that arise from engaging a diverse range of stakeholders (some with opposing views) in order to adequately respond to global change factors such as trade, globalization and poverty.

Expanding the Protected Areas constituency to include key stakeholder groups such as indigenous, and mobile peoples, youth and the private sector, involves managing the tensions that arise from different cultural, social, and economic views of the way in which Protected Areas and natural resources should be used and managed. Improved skills and capacities (such as conflict resolution, mediation and facilitation) are needed in IUCN and WCPA to effectively manage and balance the tensions among and between these various constituencies.

Participants provided considerable feedback on the nature of existing tensions and opposing views. Examples included those who felt that parts of the Congress were hijacked by special interest groups such as mining sector and indigenous peoples, and those who felt that for the first time the Congress was successful in bringing in other important constituencies such as indigenous groups. Tensions and differences also exist between those who view Protected Areas from a nature centred perspective and those who take a more human centred and rights based approach to development. The Protected Areas constituency at the Congress was also still seen by some participants as somewhat of an 'old boys club' thus creating tensions between outsiders and insiders. These are important perceptions and tensions to address and manage in future Congresses.

While the evaluation cannot address all of the implications of these strategic issues, it does make the following specific recommendations based on the Findings of the Evaluation. These recommendations seek to provide specific steps that IUCN and WCPA can take in planning for future World Parks Congresses and for the World Conservation Congress (WCC) in Bangkok in 2004:

1) More inclusive preparation and enhanced credibility

While the need for a global forum on Protected Areas is widely recognized and should be continued, it is recommended that a scaling-up approach, involving the development of key Outputs through regional preparatory events, be considered to enhance stakeholder involvement and buy-in, clarify and streamline key issues for WPC consideration, and increase the legitimacy and credibility of WPC Outputs.

2) Attention to focus and strategic positioning

The WPC and the World Conservation Congress should adopt a more focused agenda and a more streamlined programme for the future with more attention paid to strategically positioning IUCN globally as a world leader in conservation.

- The number of expected Congress Outputs should be limited and strategically linked to core IUCN Programme Goals and Key Result Areas.
- The Congress Programme should have fewer, more carefully focused workshops and parallel sessions. Time for debate and discussion should be emphasized and more opportunities for informal meetings between sessions should be structured into the Programme.
- Symposia, plenary sessions and workshop streams should be reduced in scope and size, and should follow stricter guidelines for content, chairing, and quality control in order to enhance stakeholder involvement and achieve the objectives of the Congress.

3) Transparency of Outputs and enhanced communications

The mechanisms used to develop and approve Outputs need to be clearly and openly developed as well as established and communicated early on the preparatory phases of the Congress. The demonstrated value (relevance) and follow-up or implementation process of Congress Outputs should likewise be clearly articulated.

4) Improved stakeholder involvement

Additional efforts need to be made to improve the representation and involvement of key political and socio-economic constituencies in order to broaden the level of debate and increase the use or relevance of key Congress Outputs.

5) Improved quality of products and interactive learning

A broader range of techniques for stimulating interactive learning, improved facilitation and presentations, and an increased level of debate should be emphasised in the design of future Congress programmes, along with improvements in the quality and focus of stories and products communicated. Presentations ought to be more carefully screened, with better chairing and time keeping.

6) Improved strategic management and oversight

Greater IUCN management oversight and leadership should be exercised over the purpose (strategic use), content and quality of workshops, plenaries and symposia. Moreover, the roles and responsibilities of IUCN staff, senior management and the Host Country need to be clarified and defined early on in the planning of the Congress.

7) Strengthen heartland Protected Areas work and address emerging issues

While participants and donors recognized that IUCN and WCPA are world leaders in Protected Areas, they urged IUCN not to become complacent and to strengthen the core scientific aspects of Protected Areas work, as well as to ensure that the IUCN and WCPA Programme adequately adapt to new challenges such as poverty alleviation and the sustainable development agenda, climate change, governance, management effectiveness and accountability.

An initial report of the evaluation findings was presented to the IUCN WCPA post-Durban management meeting in November 2003. The final WPC evaluation report will be provided to the IUCN Council and to the Bangkok Congress Preparatory Committee in March 2004, and will be publicly available on the IUCN Evaluation Website.

It is hoped that the results of this evaluation will contribute to improved Congresses in the future and to a strengthened Protected Areas constituency.

³ The data revealed negligible differences between African and non-African respondents – the major difference being that over 34% of non-Africans responded with “Do Not Know” compared with nearly 9% for African respondents.

Acronyms

AP	Areas Protegidas / Aires Protégées (PA in English)
ARO	IUCN Asia Regional Office
CBD	Convention on Biological Diversity
CEC	Commission on Education and Communication
COP	Conference of the Parties to the Convention on Biological Diversity
GEF	Global Environment Facility of the World Bank, UNEP and UNDP
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
HQ	IUCN Headquarters
ICMM	International Council on Mining & Metals
IT	Information Technology
IUCN	The World Conservation Union
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals of the United Nations
NEPAD	The New Partnership for Africa's Development
NGO	Non-Governmental Organization
OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
ORMA	IUCN Mesoamerica Regional Office
PA	Protected Area
PRSP	Poverty Reduction Strategy Paper
PSU	IUCN Publications Services Unit
SD	Sustainable Development
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
WCC	World Conservation Congress
WCPA	World Commission on Protected Areas
WPC	World Parks Congress
WSSD	World Summit on Sustainable Development

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1. Introduction

IUCN - The World Conservation Union has long been involved in global and regional work on Protected Areas. The World Commission on Parks and Protected Areas (now called the World Commission on Protected Areas) was formed in 1960 and has grown from a membership of 10 to over 1300 in 2003. IUCN and WCPA organized the first parks related Congress in Seattle (USA) in 1962 under the name of the “World Conference on National Parks,” which was attended by 262 participants from 63 countries. The second such conference was held at Yellowstone National Park, USA (to coincide with the Park’s centennial event in 1972) and attracted 1200 participants from 80 different countries. In 1982, the third conference was held in Bali, Indonesia under the new name of the World Parks Congress (WPC) with 353 participants from 68 countries. The fourth WPC was held in Caracas, Venezuela in 1992 with 1840 participants from 133 different countries. Durban, South Africa was the host of the fifth World Parks Congress, which included the participation of some 2890 delegates, among which were 96 VIPs, over 150 IUCN staff and other Congress organizers and officials.

With each incremental increase in the parks constituency, and the higher participation rates in Parks Congresses, the demands on IUCN and WCPA have increased – for greater funding, staffing and time to plan, manage and implement the Congresses. Parallel to the growth of Congresses, the demand for greater accountability has also increased from donors and partners, and from within IUCN itself. IUCN now has an Evaluation Policy based on international evaluation standards that requires a regular cycle of evaluations and reviews for purposes of learning and accountability.

The evaluation of the fifth World Parks Congress was commissioned by the IUCN Director General, the Chair of WCPA, the Director, Global Programme, and the Secretary General of the Parks Congress to obtain feedback on the rationale, relevance, effectiveness and efficiency of the Parks Congress.

The evaluation was carried out by IUCN regional and global M&E staff, that is, Alejandro Imbach (Programme Director, Asia Regional Office), Natalia Ortiz (M&E Facilitator for Latin America), Mine Pabari (M&E Officer for Eastern Africa), Veronica Muthui (Global M&E Facilitator), and Francois-Corneille Kedowide (M&E officer for West Africa). Alex Moiseev conducted Congress follow-up interviews. The evaluation was managed by Nancy MacPherson (Global M&E Coordinator). Technical support was provided by Steve Gruber, assisted by Alain Frechette, of Universal Management Group. The team was supported administratively by Marge Gaudard from Global M&E Office.

This report presents the findings, conclusions and recommendations of the evaluation.

1.1 Purpose of the Evaluation

The purposes of the WPC evaluation are:

- 1) **To provide accountability to members, partners and donors.** IUCN is accountable to its members, partners and donors for demonstrating the relevance, effectiveness, efficiency and overall impact of the World Parks Congress. An evaluation of the Congress is also a contractual requirement of some WPC donors, particularly the UNEP GEF.
- 2) **Learning:** IUCN is committed to improving its practices in conservation through improved evaluation and learning processes. This evaluation is the second major evaluation undertaken of a large IUCN Congress – the first being the evaluation of the Amman Congress, which was undertaken in 2000.
- 3) **Planning and Programming:** Of particular interest to those commissioning the evaluation is the implications of the results of the evaluation for the next IUCN Intersessional Programme, in particular the programme work of WCPA, and for the planning and implementation of the next World Conservation Congress to be held in Bangkok during November 2004.

1.2 Methodology

1.2.1 Guiding Principles

This evaluation was guided by four principles:

- 1) Data gathering and analysis were guided by the issues and questions identified in the approved evaluation framework (Appendix II);
- 2) Multiple sources of data were used to ensure the inclusiveness of the approach, allow for triangulation of data where possible and thereby maximize the reliability of the results obtained;
- 3) Both quantitative and qualitative sources of data were used to inform the results of this assessment including participatory evaluation data from the Community Park evaluation;
- 4) Building on the knowledge, skills and experience acquired by the Evaluation Team from the evaluation of the Amman Congress, to maximize the effectiveness and efficiency of the evaluation of the WPC.

1.2.2 Evaluation Issues

The key evaluation questions were identified through consultations with the IUCN Director General, the Director Global Programme, WCPA senior management and WPC Congress senior managers. The evaluation issues identified for this Congress sought to answer questions pertaining to the rationale, the relevance, the effectiveness and the efficiency of the WPC. The major questions used to guide this evaluation are provided in Appendix II.

1.3 Data Sources and Collection Methods

The data for this evaluation was obtained primarily through five different sources, namely 1) the WPC participants, 2) the WPC Organizing Committee/IUCN senior management, 3) staff, 4) donors and partners and 5) the Community Park Evaluation process.

The WPC evaluation was successful in collecting solidly representative data. With respect to the participants of the Congress, 802 evaluation questionnaires were completed, 599 workshop stream questionnaires were returned, 142 interviews were conducted (providing a representational sampling of WCPA designated regions), and 142 short course evaluations were collected. A debriefing session was held at the end of the Congress for IUCN staff involved in the planning and implementation of the WPC. Data collected from them through post-Congress questionnaires resulted in the input of some 150 staff, including senior management representatives. Post-Congress interviews were conducted with 27 IUCN senior managers (including WPC Organizing Committee members) who had specific responsibilities for aspects of the Congress, and 13 interviews with key donors.

In addition to the data collected by the IUCN Evaluation Team, the results of the participatory Community Park evaluation forum for indigenous and mobile peoples were provided to the Evaluation Team.

To better contextualize the data obtained from this assessment, WPC Evaluation Team members participated in as many Congress events as possible. Relevant documentation, including Congress-related publications and websites were also consulted.

Additional aspects of interest concerning the data collected include the following:

- As shown in the table below, *overall representativity* by region of the data collected from interviews and participant questionnaires was very good. The only regions in which the proportion of participant questionnaires and interviews collected differ in comparison to the number of regional participants, are those of North America and Europe. In the case of the questionnaires, the evaluators had no control over who responded. For the interviews, a deliberate decision was taken to ensure that interviews from Europe and North America did

not dominate. This decision entailed a reduction in the possible number of interviews that could be administered for the two regions that had the largest representation at the Congress.

- *Participant Questionnaires* – gender balance was 67.5% male and 32.5% female; 30% of respondents were drawn from NGOs, 30% were from government institutions, 11% were from academia and 10% were respondents from IUCN staff. Of all these categories, 62% reported themselves as Protected Area professionals. Detailed registration data was unavailable, so these statistics cannot be compared against the universe of registered participants (see Exhibit 1.1).
- *Interviews with participants* – 71% of respondents identified themselves as Protected Area professionals. Of these, 36% were professionally affiliated to a government institution, 32% were from NGOs and 11% were from academia (see Exhibit 1.2).

Exhibit 1.1 Affiliation of Questionnaire Respondents

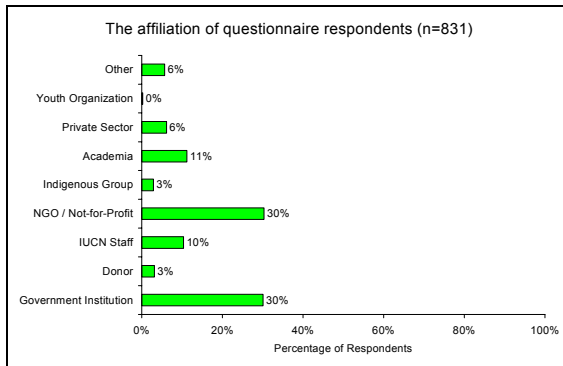
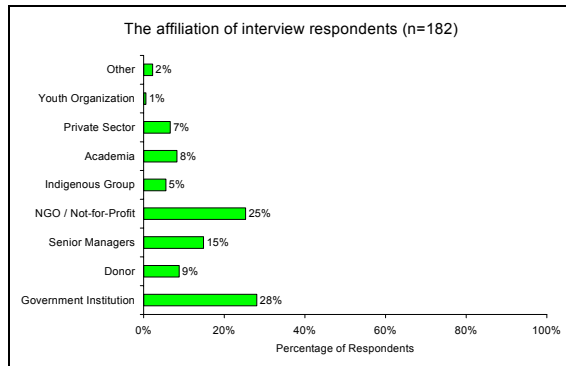


Exhibit 1.2 Affiliation of Interview Respondents



Region	Total No. Participants by WPC Region	% Participants	% Interviews	% Questionnaires
Western and Central Africa	259	9	8	9
Southern Africa*	332	12	7	12
Southeast Asia	129	5	5	6
South Asia	119	4	6	4
South America	171	6	7	10
Pacific	17	1	4	1
Noth Eurasia	42	2	2	2
North America	481	17	7	8
North Africa/Middle East	88	3	3	2
Europe	405	15	7	12
Eastern Africa*	332	12	9	8
East Asia	87	3	7	3
Central America	63	2	7	3
Caribbean	26	1	6	2
Brazil	82	3	6	3
Australia/new Zealand	143	5	7	7
Antarctica	0	0	0	0
Does not apply		0	1	7
Totals	2776	100	98	92

* Participant total = .5 of Southern and Eastern Africa combined. Registration breakdown not available

1.3.1 Areas of Inquiry

The data collected in the WPC evaluation solicited feedback on the following areas:

- The overall organization of the Congress – including facilities and accommodation;
- Preparation and design of the event – including the use of parallel workshops, inclusiveness of the event, participation, networking, partnerships and process;
- The content and results of the Congress – including the Opening Plenaries and Symposia, the seven Workshop Streams and three cross-cutting themes, the short courses, the WPC Outputs (Durban Accord and Action Plan, Recommendations, Input to the CBD Programme of Work (COP 7) and African Outputs), and the Review of Protected Area Status (i.e. the UN List of Protected Areas);
- The implications of the WPC for the Bangkok World Conservation Congress and for the new IUCN Intersessional Programme.

1.4 Data Analysis and Reporting

Data was analyzed using descriptive statistics and qualitative methods. In particular, the evaluation instruments and analysis ensured feedback from the targeted groups including youth, private sector, and local and indigenous communities, where relevant and possible. Findings were drawn from the analysis and recommendations developed. It should be noted that not all questionnaire and interview respondents answered every question. As a result, the total of responses to a specific question might be less than the total number of interviews administered or questionnaires returned. The number of respondents (“n”) is indicated for each specific quantitative result in the heading of the graph presented.

Comments from questionnaires and interviews were reviewed to further explain, nuance or provide further depth to the evaluators' understanding of quantitative data. Illustrative comments have been included in the relevant sections of this report to provide the reader with a richer understanding of the results.

An initial report of evaluation findings was presented to the IUCN WCPA post-Durban management meeting in November 2003, and to the Bangkok Preparatory Committee of the IUCN Council in December 2004. This final report will be provided to the IUCN Council at its meeting in March 2004.

1.4.1 Data Representation

For the purpose of this report, the following terms are used to refer to the subsequent sources of data:

- Questionnaire respondents: those persons who returned the evaluation questionnaire that was provided to all present at the Congress – this includes participants, IUCN staff and donor representatives;
- Interview respondents: Congress participant interviewees (not including IUCN managers and donors);
- Workshop questionnaire respondents: participants who attended and completed workshop-specific questionnaires;
- Senior manager interviews: interviews with IUCN senior managers and WPC Organizing Committee members;
- Donors: interviews with representatives of donor agencies which provided major financial support for the Congress;
- Staff: IUCN staff responses to a WPC debriefing process focusing on logistical feedback.

1.5 Limitations of the Evaluation

Despite the excellent and cooperative response received from all concerned with the WPC, the evaluation faced three principle limitations. The limitations were:

- 1) **The complexity of the World Parks Congress**: The Congress hosted an impressive number of events, workshops and side venues, which made significant demands on the attention of participants. This inevitably increased the evaluators' challenge in arranging for the desired interviews and to carry them out in as a relaxed and focused manner as desired.
- 2) **Limited reliable information**: The Evaluation Team faced difficulties in obtaining timely up-to-date sources of information on which to base the development of WPC evaluation tools, namely the participant questionnaire, the interview protocols and the workshop stream questionnaires. Accurate information at an earlier stage would have permitted an improvement in instruments prepared for the WPC evaluation, which likewise would have resulted in more pre-Congress opportunities to develop and test the proposed instruments and better coordinate with the designated stream and events leaders for feedback.
- 3) **Language limitations**: An important target group for the Parks Congress was the constituency of mobile and indigenous peoples. Many of the representatives did not speak English, French or Spanish (the languages in which the evaluation tools were available). Although use has been made wherever appropriate of the results of the Community Park evaluation process that was held at the conclusion of the Congress, the fact that only a limited number of participants could be included in interviews or written questionnaires is still a limitation of the data collected. To ensure the integrity of the voice of the indigenous and mobile participants, the full participatory evaluation report is included in Appendix III.

However, aside from these limitations, this evaluation was successful in capturing representative samples of responses from all stakeholder groups.

2. Rationale for the Congress

In this section, the evaluation addresses the rationale for holding a global Congress to achieve its stated objectives, which were to:

- Review Protected Areas past experiences and lessons learned;
- Set the future Agenda for Protected Areas;
- Influence African decision-makers;
- Strengthen multiple stakeholder involvement in Protected Areas;
- Advance and strengthen IUCN's Programme.

2.1 Reviewing Past Experience / Lessons Learned

Finding 1: Overall, participants, senior managers and donors perceive a global Congress as an appropriate mechanism for reviewing past experience and sharing lessons pertaining to Protected Areas. However, concerns were expressed by participants, senior managers, donors and staff that the size of such a Congress can be a limiting factor due to the large number of issues to be covered and the time available to address them.

Three-quarters of interview respondents indicated that a global Congress was the best available or ideal way for reviewing and sharing Protected Areas experiences and lessons learned (see Exhibit 2.1). These results are supported by the fact that more than three-quarters of questionnaire respondents agreed that the WPC itself had been successful in facilitating a review of lessons learned from the past 10 years (see Exhibit 2.2). More specifically, interview respondents noted that a global Congress provides a unique opportunity to gather Protected Area professionals and experts from around the world and to share experiences and lessons in a forum that would be impossible in any other circumstance.

In contrast, one-quarter of respondents considered the format acceptable but perhaps not the most appropriate. The arguments expressed suggest that a global Congress of this magnitude has to consider such a wide-ranging constituency that it cannot possibly address all regional concerns and interests or provide for meaningful stakeholder involvement to discuss and share experiences and lessons learned. In short, because there are so many different and competing interests for any one subject, respondents argue that alternative mechanisms such as regional Congresses prior to a world Congress ought to be considered.

With respect to senior managers, 37% of interview respondents thought that a global Congress was a very effective mechanism for reviewing past experiences/lessons learned. But close to 60% expressed some reservations. For the most part, senior managers suggested that a more structured approach ought to be taken to ensure greater focus on a selected number of issues. This would require the identification of a limited number of key questions, determining how these will be answered, and the desired uses for such information. Moreover, as suggested by participants, senior managers also advocated that there be greater pre-Congress involvement through smaller venues at the regional or sub-regional levels. Similar concerns were voiced by the majority of donors who expressed the need for streamlining the Agenda and Congress Programme as well as providing greater focus on ensuring that the right people attend the Congress.

Exhibit 2.1 An Ideal Way of Reviewing Experiences /Lessons Learned

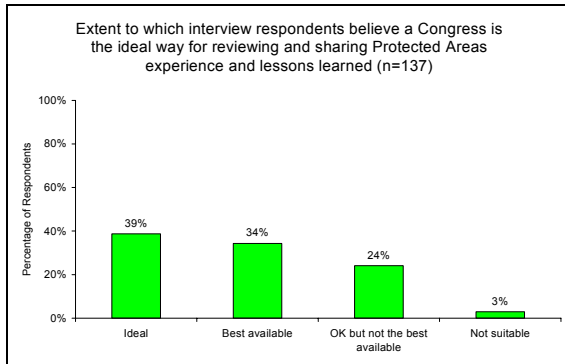
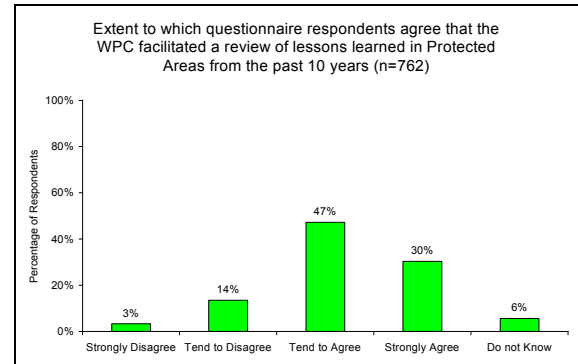


Exhibit 2.2 WPC Facilitation of Lessons Learned



Interview Respondent Suggestions for Improvements to the Congress Model

“Organize regional meetings for more substantive exchange. Smaller group discussions with regional forums with specific theme focus.”

“The global Congress can then bring the regional conclusions for further clarification and discussion to the global Congress.”

“Balance the regional forums with some global forums of a more manageable scale. Hold regional forums more often – 3-5 years. Focus on networking and exchange.”

“Separate meetings: ones targeted at policy-makers and others to decision-makers.”

“Congresos regionales y vincular sus resultados al congreso mundial.”(Regional congresses that channel their results to the World Congress.”

“Smaller-country focus, with more experts and specialists.”

2.2 Setting the Future Agenda for Protected Areas

Finding 2: Participants and donors perceive a global Congress as an appropriate mechanism for setting the future Agenda of Protected Areas, while senior managers were more divided in their views.

Forty percent of participants interviewed reported that a Congress presents an ideal way for setting the future Agenda of Protected Areas and an additional one-third thought it was the best available mechanism (see Exhibit 2.3). Some of the benefits noted by respondents regarding the value of a global Congress included the fact that it presents a unique opportunity for gathering a wide array of constituencies interested in discussing major issues of concern to the Protected Area community. Similarly, 58% of donors observed that the Congress was an effective mechanism for setting the Agenda on Protected Areas, whereas 38% thought it was adequate provided certain conditions are met, such as being more focused and structured, is better prepared and shows greater control over who is invited (with greater focus given to Type II partnerships).

By comparison, close to 60% of senior managers perceived that a Congress provided an effective mechanism for setting the Protected Areas Agenda, and one-third thought that it was adequate provided some changes are made. Seven percent felt that an alternative is needed (see Exhibit 2.4). To be more effective – the majority of senior management comments suggest – a more focused approach to Congresses would be needed and/or smaller and more specialized forums ought to be considered. Similarly, senior managers noted that there was a lack of clarity on how such future Agendas could be implemented for policy influence and change as well as institutional commitments. However, for nearly one-third of the senior management respondents, a Congress presents a unique opportunity to set the future Agenda, since it is the only forum that gathers a global constituency of experts from all sectors.

Participants' Views on a Congress as an Appropriate Mechanism for Setting a Future Protected Areas Agenda

"This is the only way we can meet and share experiences."

"Because experts from the entire world have participated and from a variety of sectors."

"It pulls different views and experiences together for collective action."

"Protected Area issues are very important and the meetings offer an opportunity for general and 'big picture' views, as opposed to the regional and national wide perspectives."

"Échanges fructueux et programme mondial tourné vers l'avenir, une planification pour le futur." (Fruitful exchanges and a forward-looking global programme, planning for the future)

"The global community will hear the voice of the Congress, not just one country."

"Collective thinking and representation globally at a Congress like this which presents the opportunity to consider all issues in the Protected Area community."

"Establece los lineamientos a seguir por los diferentes países." (Establishes the directions for follow for the various countries)

Senior Management Responses to the Effectiveness of a Global Congress for Setting the Protected Areas Agenda

"The Inter-governmental Panel on Climate Change is a better model for Agenda-setting in this case."

"Not clear how to get on political map – need to convincingly show benefits from Protected Areas in a mainstream policy meeting at very high levels (i.e. World Bank annual meeting, or something like WSSD)."

"Effective only if forum smaller."

"Decisions [on future Agenda] need to be more exclusive – should be made by a smaller group of professionals – i.e. WCPA Steering Committee."

"No better way to bring together views of global constituency to capture perspectives."

"Sets out reasonable action plan based on experience and lessons learned."

Exhibit 2.3 Setting the Protected Areas Agenda (Participants)

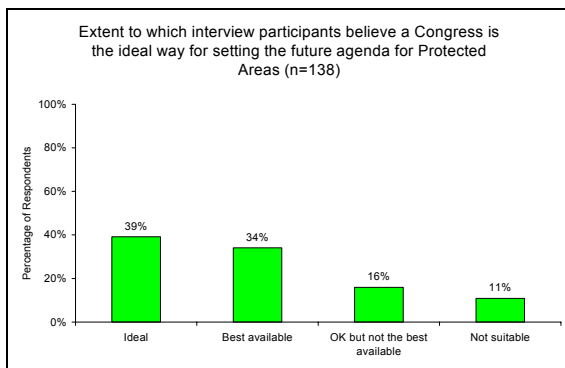
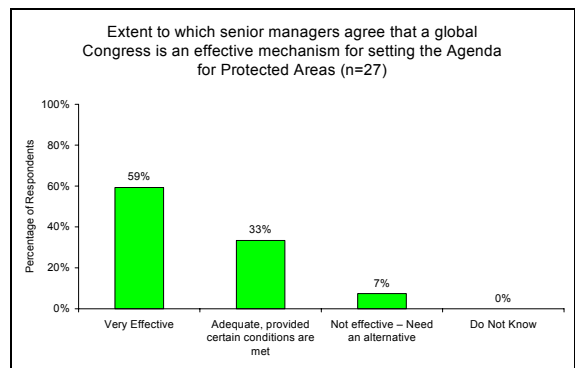


Exhibit 2.4 Setting the Protected Areas Agenda (Senior Managers)



2.3 Influencing African Decision-Makers

Finding 3: The majority of respondents indicated that the WPC was an appropriate forum for influencing African decision-makers based on the location of the Congress.

When asked whether or not the WPC Outputs had strengthened action for Protected Areas in Africa, two-thirds of survey respondents indicated that they agreed with the proposed statement (see Exhibit 2.5)³. Similarly, close to 60% of interview respondents indicated that the Congress deliberations and Outputs were relevant to advancing the Agenda of Protected Areas in Africa (see Exhibit 2.6). In either case, the remaining one-third of respondents indicated that they simply had insufficient information to answer appropriately. Similarly, over 50% of the senior managers interviewed said they could not comment due to a lack of knowledge. Despite this however, most of those who responded on this issue suggested that the WPC had failed to attract African decision-makers and/or commitment to relevant Outputs. As a result, they were unclear as to whether or not the WPC would have an influence on Africa in the medium to long term.

While most interview respondents tended to acknowledge that the WPC was an appropriate forum for influencing African decision-makers, opinions were largely based on the fact that the Congress was held in an African country. Subsequently, it remains difficult to judge the extent to which the positive responses are attributable to the association of the two ideas or if this is simply a coincidence.

Exhibit 2.5 Strengthening Action for Protected Areas in Africa

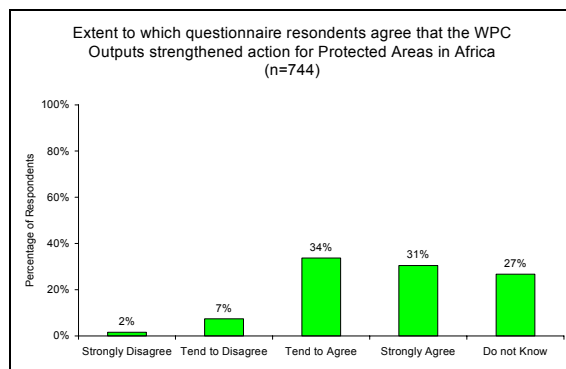
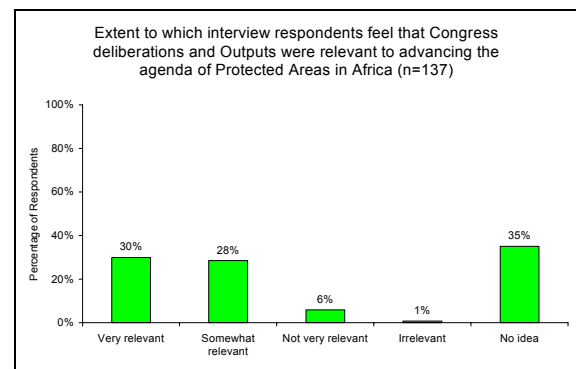


Exhibit 2.6 Advancing the Agenda of Protected Areas in Africa



2.4 Strengthening Multiple Stakeholder Involvement in Protected Areas

Finding 4: A Congress is strongly perceived as an appropriate mechanism for strengthening multiple stakeholder involvement when adequate representation of stakeholders is assured and opportunities for participating in discussions of interest are provided.

Two-thirds of interview respondents identified a Congress as an appropriate mechanism for strengthening multiple stakeholder involvement (see Exhibit 2.7). For most respondents, a Congress presents the only such mechanism that can bring together a broad range of Protected Area practitioners from around the world. However, as Exhibit 2.9 illustrates, a greater proportion of interview respondents observed that there was less than sufficient opportunity to participate in discussions of interest to them. Interview respondents suggested that more could be done to foster opportunities that solicit participation. These include better facilitation, more debates and discussions, greater translation support, and a more targeted approach towards involving key stakeholder groups such as youth, political leaders, local communities, etc.

With respect to senior managers, over 85% of respondents thought that a Congress presented an adequate mechanism for fostering multiple stakeholder involvement (see Exhibit 2.8), citing broad participation from indigenous peoples, private sectors and local communities. However, only 50% of donors interviewed supported this statement, while 33% more felt it was adequate provided certain conditions were met. Of those who supported multiple stakeholder involvement, several reasons were

cited. They saw Congress as a means of strengthening resolve, sharing common ideas and recognizing other stakeholders outside of park professionals – an opportunity for an equal voice which does not occur in treaty negotiations, and for networking that leads to greater stakeholder involvement. Donors expressed concern that there was a lack of adequate and balanced representation of stakeholders and noted a risk that Congresses can be captured by interest groups or individuals.

Exhibit 2.7 Strengthening Multi-Stakeholder Involvement (Participants)

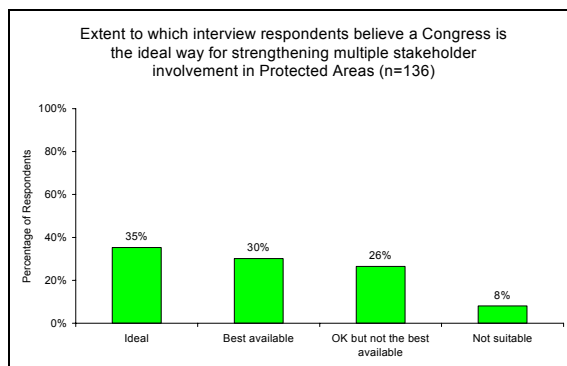


Exhibit 2.8 Strengthening Multi-Stakeholder Involvement (Senior Managers)

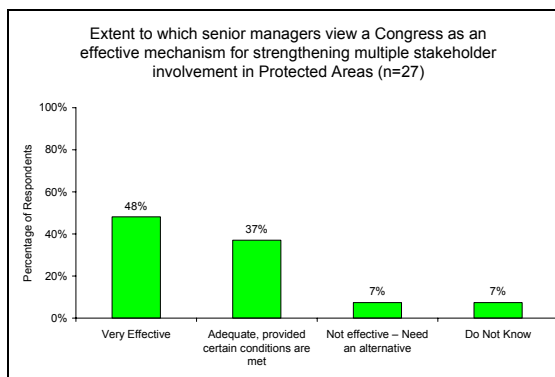
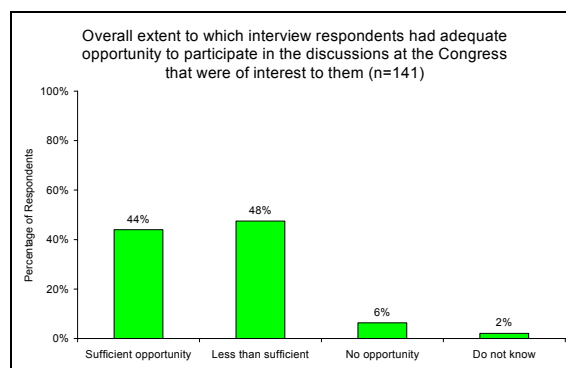


Exhibit 2.9 Opportunity to Participate in Discussions



2.5 Advancing IUCN’s Programme

Finding 5: While the WPC is largely perceived by senior managers as having been valuable in advancing IUCN’s Programme, some donors suggest that IUCN could have done more to demonstrate its leadership and highlight its expertise in Protected Area management and conservation.

Senior management interview results show that nearly three-quarters of respondents believed the WPC helped position IUCN as a leader in conservation and Protected Areas (see Exhibit 2.10); 59% believed it to be an effective vehicle for advancing IUCN’s Mission and Programme (37% perceiving it as adequate, provided certain conditions are met) (see Exhibit 2.11); 56% noted that the Congress was a valuable investment of resources (41% showing it as somewhat valuable) (see Exhibit 2.12); and two-thirds of senior respondents observed that the Congress was an effective vehicle for advancing the strategic objectives of the World Commission on Protected Areas (see Exhibit 2.13).

While the majority of senior managers interviewed acknowledged that some Outputs were better developed than others, respondents also indicated that the WPC would prove very useful even beyond Protected Area programming, because it sets direction and helps the advancement of the IUCN programme. Others noted, nevertheless, that any possible advancement will be heavily dependent on investment and follow-up by IUCN with subsequent clarification of desired Outputs and results.

With respect to donors, even though 54% felt that the WPC did help position IUCN as a leader in conservation and Protected Areas, observations were mixed. Some donors recognized the leadership role played by IUCN in Protected Areas, others felt that IUCN could have done more noting the weight given to extractive industries at the Congress fractured the IUCN constituency and large NGOs had assumed credit for IUCN’s work.

Exhibit 2.10 IUCN as a Leader in Conservation and Protected Areas

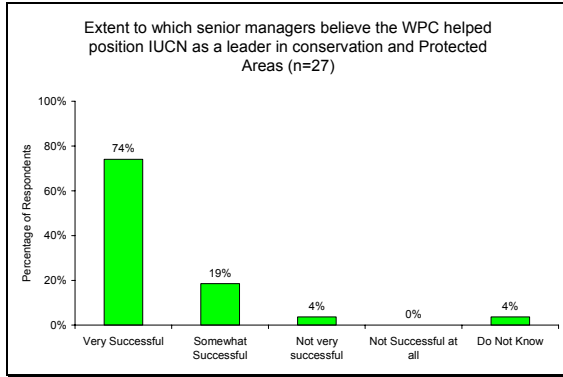


Exhibit 2.11 A Vehicle for Advancing IUCN’s Mission and Programme

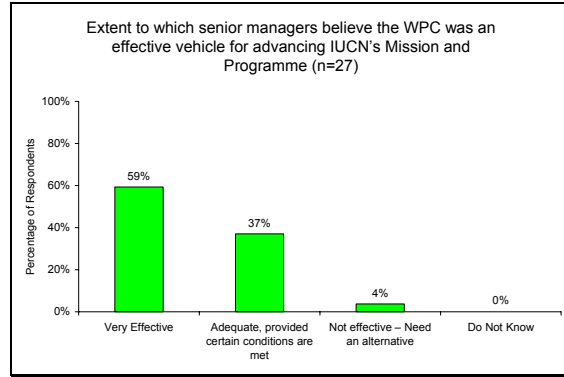


Exhibit 2.12 A Valuable Investment of IUCN Resources

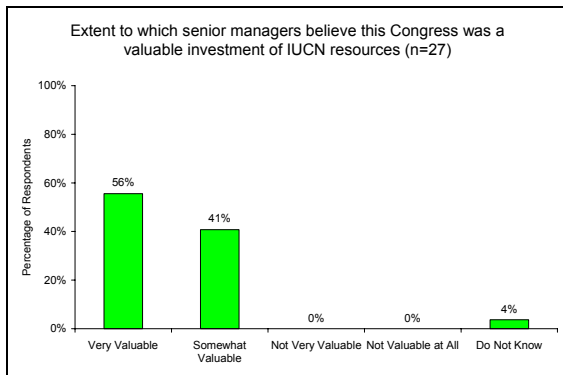
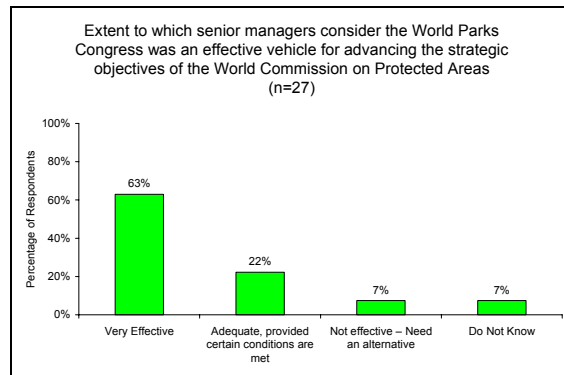


Exhibit 2.13 Advancing the Strategic Objectives of the WCPA



3. Relevance of the Congress

In this section, the evaluation considers to what degree the proceedings and Outputs of the WPC were relevant to Protected Areas stakeholders.

3.1 Relevance of the WPC to Participants' Work

Finding 6: Participants found the WPC and its Outputs very relevant and beneficial to their own Protected Area related work.

As shown in Exhibit 3.1, over 90% of participant evaluation questionnaire respondents reported that their participation in the WPC will to some extent be beneficial to their work related to Protected Areas. Three-quarters of these participants also noted that the WPC was successful in addressing their main reason for attending the Congress (see Exhibit 3.2).

Exhibit 3.1 Benefits of the WPC for the Work of Participants

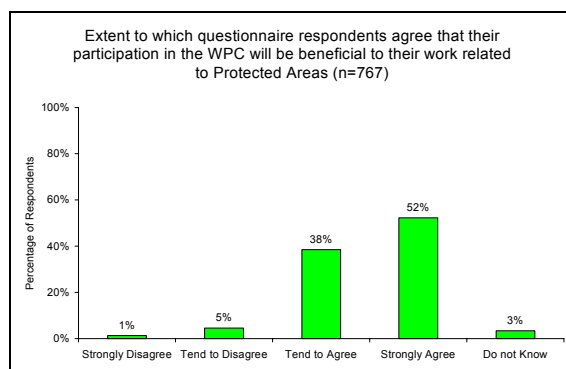
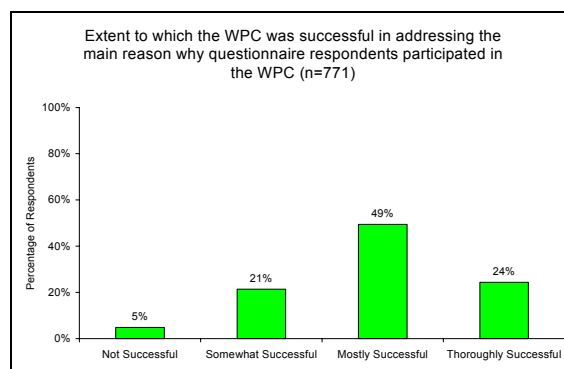


Exhibit 3.2 Addressing the Main Reason for Participation



Further support for this finding is found in 90% of those participants interviewed reporting that they had learned or gained something from the Congress that would be useful to them in their own work in Protected Areas. A wide range of examples were also provided by questionnaire respondents of what they considered to be important benefits that they would be bringing back for use or application in their region. The benefits cited fell into the following two main categories:

- 1) Tools, resources, lessons learned and options for future Protected Area activities. More specifically, these included:
 - Management effectiveness tools
 - Financial planning (and business model building) tools
 - Management of transboundary issues
 - Tools for co-management of Protected Areas with indigenous and local communities
 - Processes and tools related to maintaining ecological integrity
- 2) Contacts, networks and new partnerships. Specifically, these mainly concern:
 - The establishment of links between Protected Area professionals from around the world
 - Broadening the constituency beyond Protected Area professionals
 - Fostering community involvement
 - Identifying new sources of technical support

3.2 Relevance of the WPC to Key Stakeholder Groups

Prior to the Congress, key Protected Area stakeholder groups were identified by WPC organizers as important to bring into the Congress deliberations – these groups were: Protected Area managers, youth, indigenous people and the private sector. This sub-section reports how relevant these stakeholder groups found the WPC and its Outputs to be. Results for youth have been omitted from this analysis since there were no respondents of this category in the WPC Evaluation Questionnaire.

Finding 7: The World Parks Congress was perceived as being relevant by key stakeholder groups (Protected Area Managers, Indigenous People and the Private Sector) in terms of the extent to which the Congress met their expectations and that their participation will be beneficial to their Protected Areas related work.

The majority of questionnaire respondents from key stakeholder groups indicated that the WPC had met their expectations. In this respect, 70% of private sector representatives agreed to some extent that the WPC had met their expectations compared with higher figures of 75% for indigenous people and 82% for Protected Area managers (see Exhibit 3.3). Similarly, 82% of participants representing the private sector indicated that their participation in the WPC will be beneficial to their Protected Areas related work, whereas 90% of indigenous respondents and 92% of Protected Area managers felt likewise (see Exhibit 3.4).

With respect to indigenous and local community respondents, results of the Community Park Evaluation suggest that the relevance of the WPC is attributable in large part to the opportunities it provided to participants for sharing experiences, for providing input and for influencing Congress outcomes.

Exhibit 3.3 Meeting the Expectations of Key Stakeholder Groups

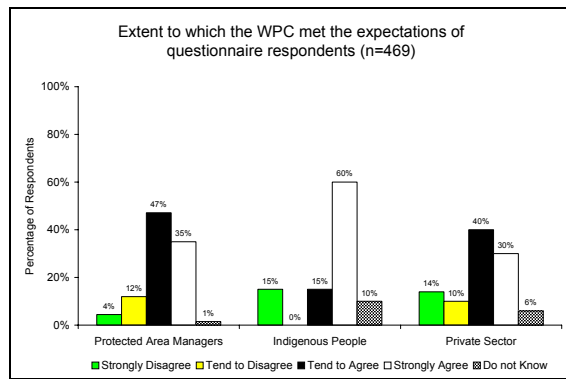
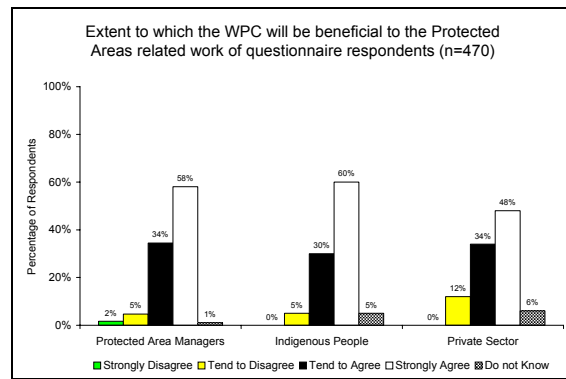


Exhibit 3.4 Benefits to the Work of Key Stakeholder Groups



3.3 Relevance of WPC Outputs⁴

Finding 8: While the WPC Outputs were generally perceived as being forward looking, some questions were raised regarding their relevance to advancing the global Agenda on Protected Areas – particularly with respect to their use and implementation.

More than three-quarters of questionnaire respondents agreed to some extent that the WPC Outputs were forward looking in terms of setting directions and raising awareness over Protected Area issues (see Exhibit 3.5). Similarly, nearly half of the senior managers interviewed felt that the WPC Outputs were very relevant to advancing the Global Agenda of Protected Areas and an additional 40% thought that the latter were somewhat relevant (see Exhibit 3.6). As for donors, more than half of respondents felt the Outputs were relevant and a third found them to be somewhat relevant to advancing the global Agenda of Protected Areas.

While overall these results paint a positive picture about the relevance of the Outputs, some noteworthy concerns were raised in the comments of the participants, which were further echoed in the perceptions of senior managers. More specifically, respondents indicated that the quality of the Outputs was quite variable, with most being either too general or unclear. Comments imply that the Outputs lacked focus and that they proposed relatively little in terms of new ideas. Moreover, respondents observed that there was no appropriate action plan for moving beyond the rhetoric of ideas to actual implementation, institutionalization and policy change. The lack of opportunity for input, debate and discussion on the Outputs was also noted as major weakness.

Exhibit 3.5 Forward Looking WPC Outputs

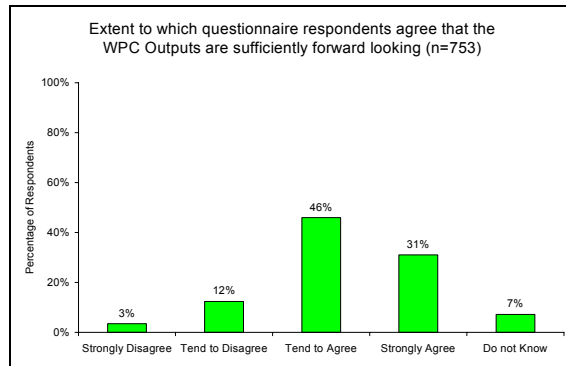
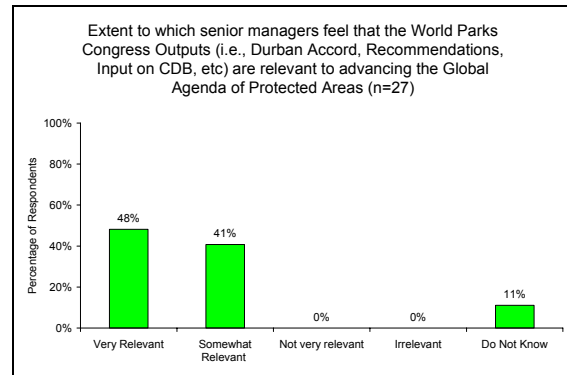


Exhibit 3.6 Advancing the Global Agenda of Protected Areas

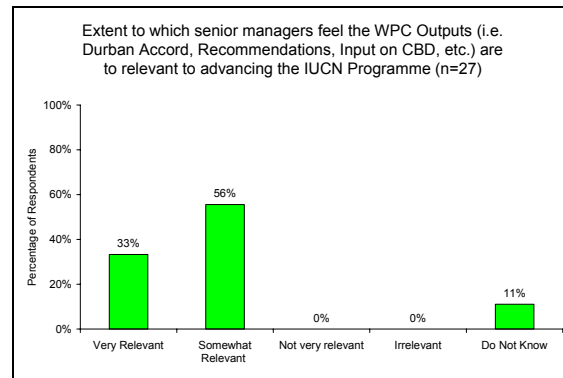


Overall, the relevance and value of the WPC Outputs appeared to be quite variable and more dependent on individual perceptions than any generic strengths or weaknesses. While Congress results with regard to the CBD appear to be more highly valued than other WPC Outputs (see Section 3.3.3), opinions varied too much to establish any clear hierarchy. Issues related to use, follow-up and implementation, binding vs. non-binding Outputs and innovative or forward looking contents were the main characteristics used by respondents to differentiate between the various Outputs.

⁴ WPC Outputs include the Durban Accord and Action, the WPC Recommendations, Input into the CBD Process and the UN List and State of the World’s Park Report.

With respect to the IUCN Programme, the relevance of the WPC Outputs vis-à-vis IUCN’s work received mixed responses from senior managers. One-third of respondents felt that WPC Outputs were relevant to advancing the IUCN Programme. However, over 55% indicated these were only somewhat or partially relevant (see Exhibit 3.7). Most senior management respondents indicated that the Outputs were partially applicable to the IUCN Programme (specifically for Protected Areas) but added that more clarification and follow-up would be needed to ensure practical applications.

Exhibit 3.7 Relevance of WPC Outputs to the IUCN Programme



3.3.1 Durban Accord and Action Plan

Finding 9: The Durban Accord and Action Plan was widely seen by participants as relevant to advancing the global Agenda of Protected Areas.

Nearly half the participants interviewed reported that they perceived the Durban Accord and Action Plan as very relevant to the advancement of the global Agenda for Protected Areas with another third of respondents seeing it as somewhat relevant (see Exhibit 3.8).

Exhibit 3.8 Relevance of the Durban Accord and Action Plan

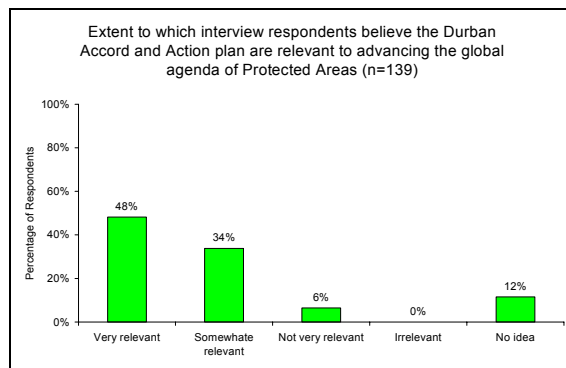
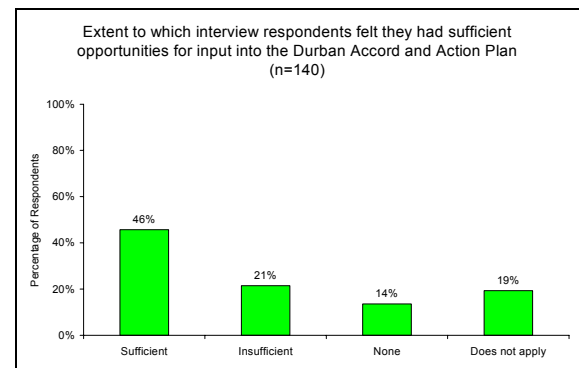


Exhibit 3.9 Opportunities for Input into the Durban Accord and Action Plan



Respondents reported the Durban Accord to be a strong document that captured the issues and challenges relating to Protected Areas, which could be used in the view of some as a benchmark for future negotiations. Its relevance by others was seen to lie in the guidelines it provided to Protected Area professionals in their work and in the direction that it set for the future. Critics of the Durban Accord and Action Plan however, argue that it is too broad, unfocused and somewhat biased or that its non-binding nature will likely result in little action.

With respect to how much opportunity interview respondents had for input into the Durban Accord and Action Plan, 46% indicated that it was sufficient while 35% said it was either insufficient or that they simply had none (see Exhibit 3.9).

3.3.2 Statement to the Convention on Biological Diversity

Finding 10: For participants aware of the CBD process, the opportunity provided by the WPC to offer input into that process was seen as potentially important.

While one fifth of interview respondents reported that they were not in a position to evaluate the importance of the opportunity generated by the WPC to provide input into the CBD process, 56% viewed it as very important and a further 19% as a somewhat important opportunity (see Exhibit 3.10). The opportunity was viewed as important by respondents for a variety of reasons. These included the assumed support that the recommendations would receive at the next Conference of the Parties due to IUCN's perceived lead role in the CBD process and the contribution that it provided to assist in filling a gap relating to Protected Areas in the CBD process. Several respondents cautioned that the relevance of the input ultimately depends on the actual implementation of the recommendations made.

Exhibit 3.10 Importance of Congress Input into the Convention on Biodiversity

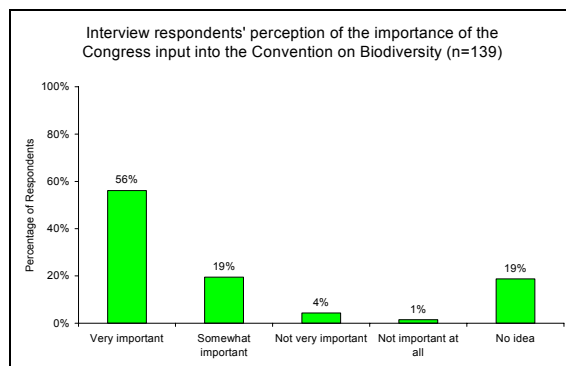
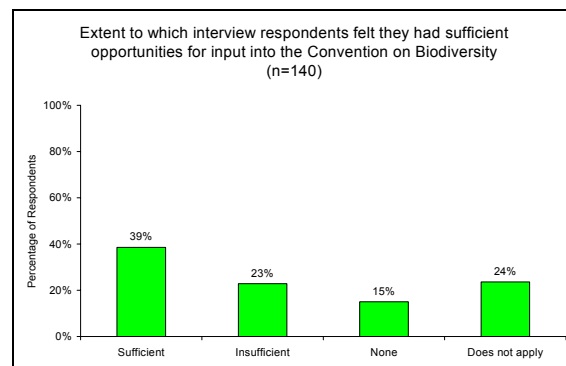


Exhibit 3.11 Opportunities for Contribution to the Congress Input into the CBD



Despite recognizing the importance of the Congress input into the CBD process, **only 38% of interview respondents indicated that they had sufficient opportunities to provide input** with an equal number of respondents indicating that they had either insufficient or no opportunities at all to contribute to the CBD process (see Exhibit 3.11). According to interview respondents, a number of possible reasons might explain this, including a lack of time due to an overloaded Agenda with too many events or simultaneous sessions, too many presentations and participants with no time allotted for discussion, poor facilitation and/or chairing and lack of translation.

3.3.3 WPC Recommendations

Finding 11: WPC recommendations were largely perceived as being relevant to the key Protected Areas challenges and issues.

Two-thirds of questionnaire respondents agreed to some extent that the recommendations presented at the final plenary adequately identified and addressed the key challenges and issues facing Protected Areas today (see Exhibit 3.13). While recognizing that more than half of the interview respondents felt they had sufficient opportunities to provide input into Congress recommendations, more than a third thought this to be either insufficient or absent altogether (see Exhibit 3.12 and reasons cited above under Finding 9).

Exhibit 3.12 Opportunities for Input into the Congress Recommendations

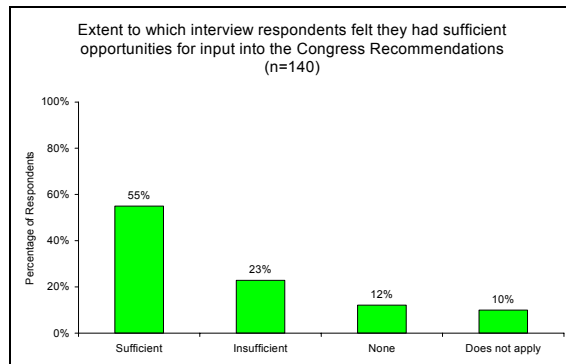
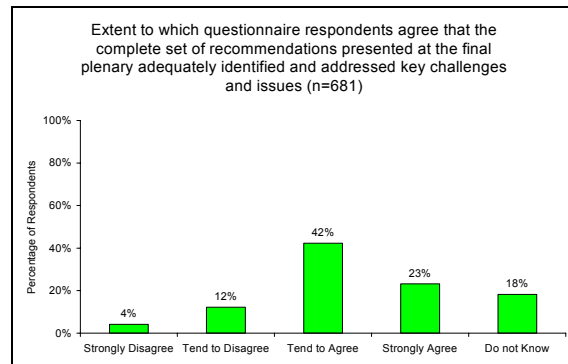


Exhibit 3.13 Recommendations Adequately Identify and Address Key Challenges and Issues

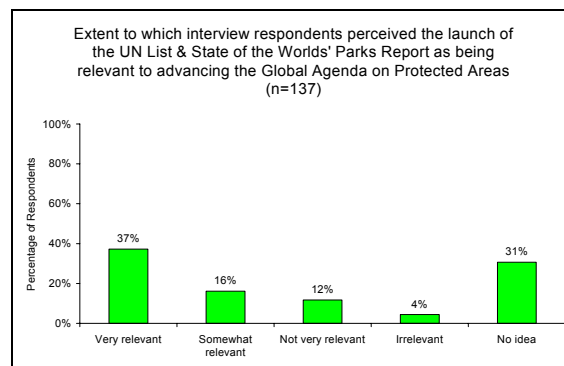


3.3.4 UN List and State of the World’s Parks Report

Finding 12: The relevance of launching the UN List and State of the World’s Parks Report at the WPC to advance the global Agenda on Protected Areas was unclear to many respondents.

While one-third of interview respondents saw the launch of the UN List at the WPC relevant to advancing the Protected Areas global Agenda on Protected Areas, an equal proportion indicated they had no idea as to its relevance (see Exhibit 3.14). Those seeing it as a relevant action noted that it was an ideal forum at which to launch the list given the context. Others noted that an earlier release would have permitted use of the information in key presentations and workshop sessions. The issue of the accuracy of the list was also brought into question – respondents indicated that the list is not up-to-date and that consequently it provides too little reliable information.

Exhibit 3.14 Launch of the UN List & State of the Worlds’ Parks



4. Effectiveness of the WPC

In this section, the evaluation reports on how successfully the WPC achieved its objectives.

4.1 Facilitating a Review of Progress and Lessons Learned

Finding 13: The WPC promoted a review of progress and lessons learned in Protected Areas as a result of the diversity and sheer number of participants, but these same factors also represented a constraint to the process.

As shown in Exhibit 4.1, more than three-quarters of the questionnaire respondents agreed or tended to agree that the WPC had facilitated a review of lessons learned in Protected Areas since the last Parks Congress. Interview responses revealed that while this was enhanced by the large number of participants representing a large diversity of experience and geographic regions, it was also strongly noted by interview respondents that the sharing process was constrained by the sheer number of people present, the wide array of issues addressed and insufficient time to focus on specific issues. It was reported that these constraints created a tendency towards a superficial level of discussion in many cases.

For senior managers (see Exhibit 4.2), the review of progress and lessons learned was deemed as being very successful for more than 44% of respondents and somewhat successful for 37%. The concerns raised by senior managers mainly pointed to the lack of emphasis on regional issues as well as the absence and thus need for a review or audit of lessons learned and applied since Caracas. With regards to the Congress venue itself, senior management respondents suggested that clearer processes for discussion would be needed in addition to smaller groups and more time.

Exhibit 4.1 Review of Lessons Learned (Participants)

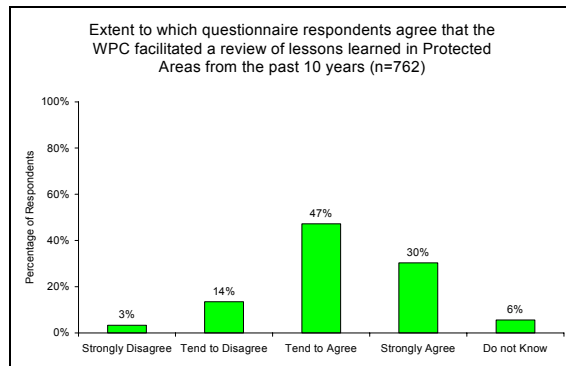
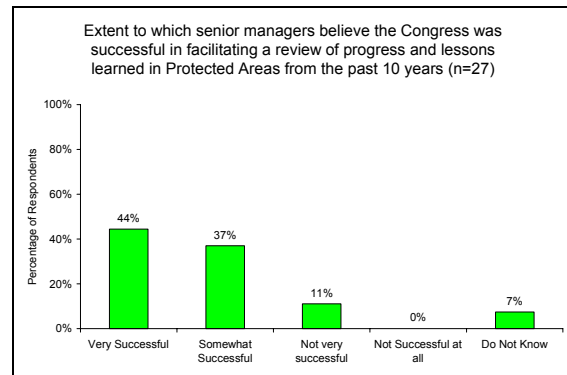


Exhibit 4.2 Review of Lessons Learned (Senior Managers)



4.2 Setting the Future Agenda for Protected Areas

Finding 14: Overall, the WPC was perceived by participants and senior managers as having been successful in contributing to setting the future Agenda of Protected Areas, whereas the majority of donors thought it was only somewhat successful.

Over 80% of evaluation questionnaire respondents and senior managers reported that at some level they thought the WPC Outputs had contributed to developing a challenging Agenda for Protected Area professionals and stakeholders for the next 10 years (see Exhibit 4.3 and Exhibit 4.4). Only 10% of the questionnaire respondents thought that it had not. These findings were confirmed when participants were asked in interviews if the WPC had been successful in identifying a forward-looking Agenda for the Protected Areas community, with 80% of respondents reported that it had (see Exhibit 4.6).

Interview respondents noted primarily that the Agenda set direction and provided priorities and that it was clear and well defined. Another theme of interview respondents was that the Agenda gained credibility having been established or supported by such a large and representative gathering of the Protected Area constituency. However, there was an alternative view expressed in interviews that in reality the Agenda was essentially developed by a few individuals and/or select groups with limited input.

Exhibit 4.3 WPC Outputs Set a Challenging Agenda

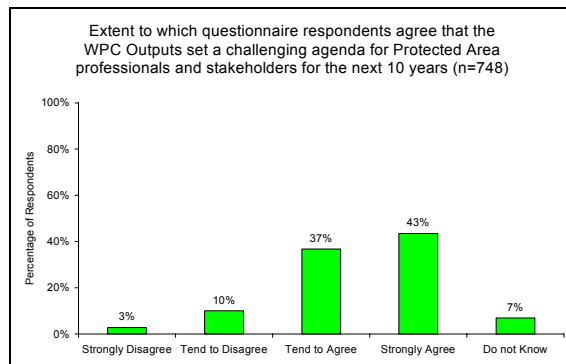
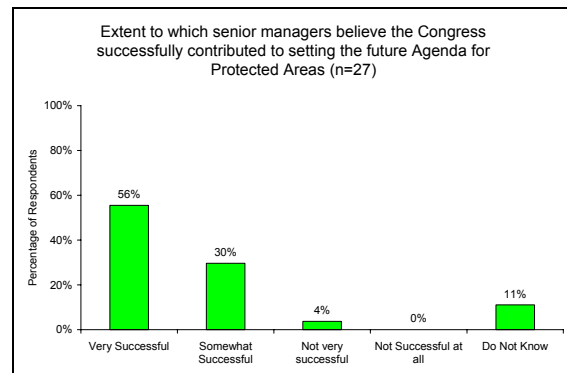


Exhibit 4.4 Contributions to Setting the Future Agenda for Protected Areas



This finding is further supported by evaluation data showing that 80% of respondents believed that the workshop stream they had attended had adequately identified the key challenges and issues relevant to the subject being discussed – suggesting that the workshop streams had contributed to the development of the Agenda for Protected Areas (see Exhibit 4.5). With respect to donors, examples of success included a forward looking marine agenda, highlighting sustainable financing issues and the balanced sought between complex global issues and Protected Areas. However, the majority of donors felt that overall the Congress succeeded in doing little more than identifying current problems – no real breakthroughs and few new next steps or paradigm shifts.

Exhibit 4.5 Workshop Stream Challenges and Issues

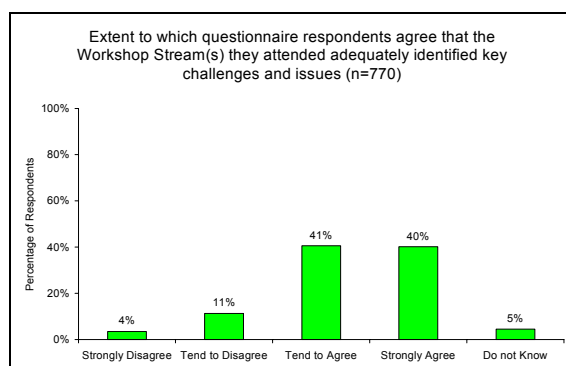
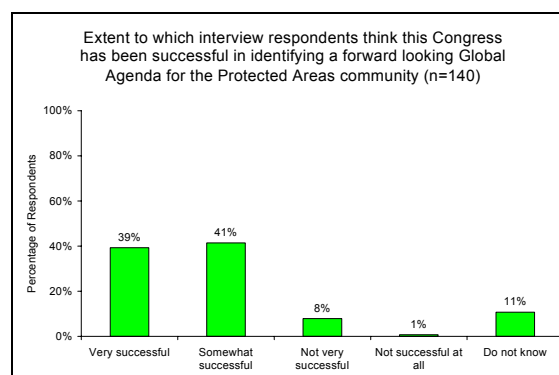


Exhibit 4.6 Forward Looking Agenda for the Protected Areas Community



The most important contributions made by the WPC towards the future of Protected Areas noted by questionnaire respondents include examples of contributions in the following areas:

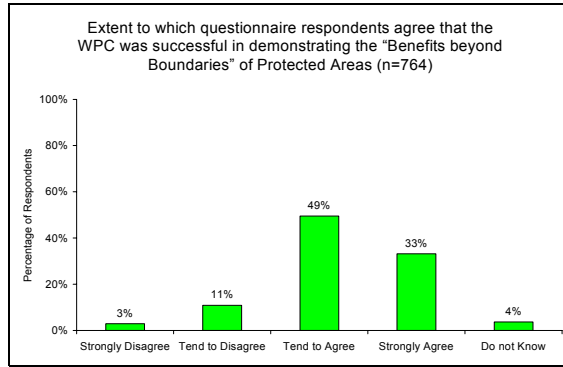
- 1) Setting directions, priorities and raising awareness: examples included the Durban Accord and Action Plan, the Recommendations, the message to the CBD, recognition of transboundary Protected Areas, the recognition of the importance of Marine Protected Areas.
- 2) Identifying challenges, gaps and benefits beyond boundaries: The importance of focusing on human needs, local communities, poverty reduction issues, resource use, social and economic needs and sustainable development. The WPC was successful at including indigenous and local communities as well as demonstrating the global importance of Protected Areas.
- 3) Support for partnerships, collaboration and networking: The WPC highlighted the need for joint management approaches and helped to foster global partnerships as well as exchanges between Protected Area professionals from around the world.
- 4) Development of protected area support tools: The WPC provided important management tools that address key areas such as management effectiveness, ecological integrity, sustainable financing, the role of linkages and sustainable use.

4.2.1 Demonstrating Benefits Beyond Boundaries

Finding 15: The WPC was perceived by participants as having been successful in demonstrating the “Benefits Beyond Boundaries” of Protected Areas.

More than 80% of questionnaire respondents either agreed or tended to agree that the WPC was successful in demonstrating the “Benefits Beyond Boundaries” of Protected Areas – the theme of this Vth World Parks Congress (see Exhibit 4.7).

Exhibit 4.7 Benefits Beyond Boundaries



4.3 Building an Effective Constituency

Finding 16: The WPC contributed to building a more effective constituency for Protected Areas in the 21st Century but limitations were noted.

More than 80% of the questionnaire respondents agreed or tended to agree that the Protected Areas constituency will be stronger as a result of this WPC (see Exhibit 4.8). The involvement of different constituencies, including indigenous people, local communities, the private sector and regional representatives, was also noted by questionnaire respondents as being one of the single most important contributions of the WPC. In addition, close to 90% of participants believed that the WPC had provided good opportunities to identify new partnerships to address challenges in Protected Area management (see Exhibit 4.10). In terms of forming linkages between Protected Area professionals and other parts of civil society, nearly three-quarters of respondents indicated that the WPC had to some extent provided opportunities to foster such partnerships (see Exhibit 4.11).

Exhibit 4.8 Building a Stronger Constituency

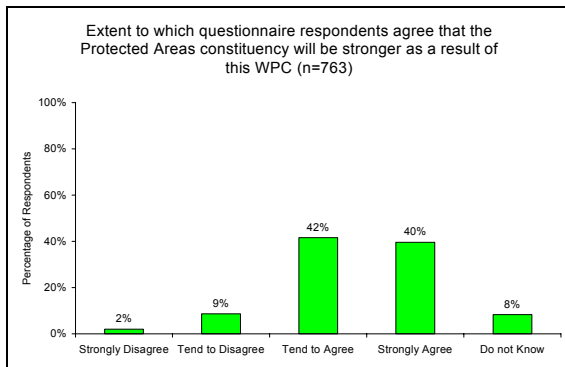
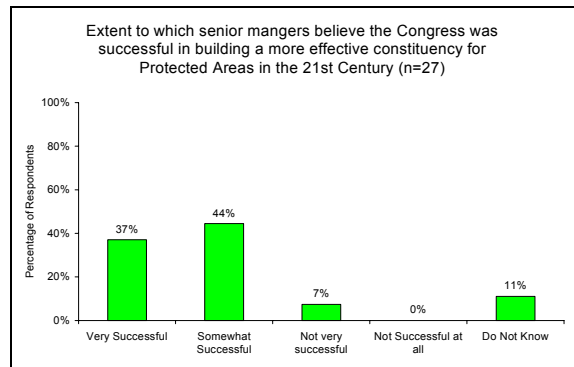


Exhibit 4.9 Building a More Effective Constituency



With respect to senior management, 37% perceived that the WPC had been very successful in building a more effective constituency whereas 44% believed that it was somewhat successful (see Exhibit 4.9). Comments from senior managers suggest that while the WPC had been successful in fostering broader representation overall, there were still some important stakeholders who were either absent, inadequately involved or muted by more dominant constituencies. For donors, only 23% felt that the WPC had been successful in this area with an additional 38% who felt it had been somewhat successful. While some donors suggested that the WPC was successful in laying down the foundation for improving the constituency as well as creating movement and energy within it, others argued that it is still too early to tell since the newly created constituencies are not yet secure; more needs to be done.

Exhibit 4.10 Opportunities for Fostering Partnerships to Address Challenges

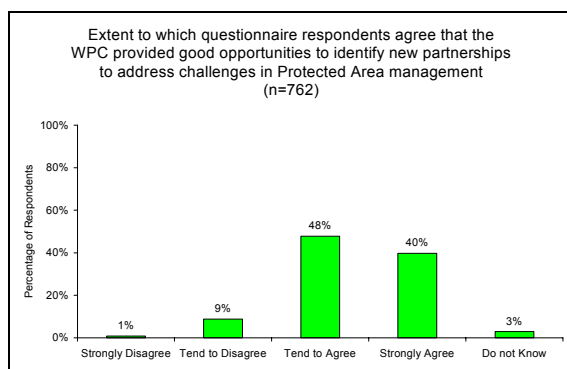
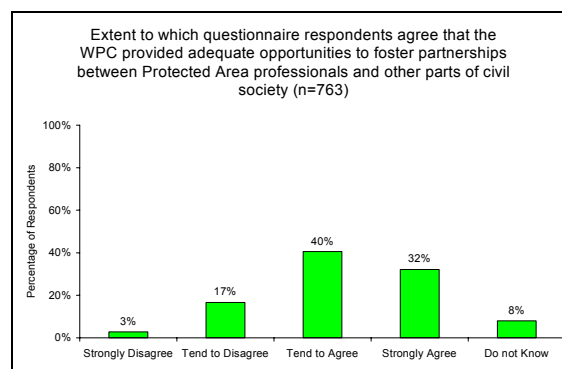


Exhibit 4.11 Opportunities for Fostering Partnerships with Civil Society



4.4 Integrating Protected Areas into the Broader Sustainable Development Agenda

Finding 17: A majority of participants cautiously concluded that overall the WPC had successfully initiated the integration of Protected Areas within the broader sustainable development Agenda, but further effort will be required.

Inquiries regarding the linkages between the WPC and the broader issues of sustainable development resulted in mixed participant reactions. On the one hand, three-quarters of the questionnaire respondents agreed at some level that the WPC had successfully initiated the integration of Protected Areas within the broader sustainable development Agenda (see Exhibit 4.12), but further effort will be required to fully address these issues. Yet, when asked to report as to how well the WPC had addressed issues regarding the role of Protected Areas vis-à-vis sustainable livelihoods, their adaptability to economic and social change, and contribution to human and environmental security, respondents were, while still positive, generally more cautious in their assessments (see Exhibit 4.13, Exhibit 4.14, Exhibit 4.15 & Exhibit 4.16).

Similarly, results of participants interviews and senior management interviews suggest that for at least two-thirds of these respondents, sustainable development and socio-economic issues were addressed to some extent in the WPC (see Exhibit 4.17, Exhibit 4.18 and Exhibit 4.19). Similarly, 53% of donors thought that the WPC was successful at addressing those same issues. For donors, the WPC was successful in terms of introducing finance and cultural values as well as economic analysis of Protected Areas.

Exhibit 4.12 Broader Sustainable Development Agenda (Questionnaire Respondents)

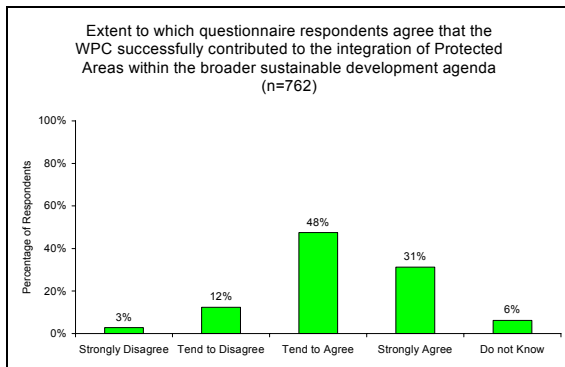


Exhibit 4.13 Sustainable Livelihoods

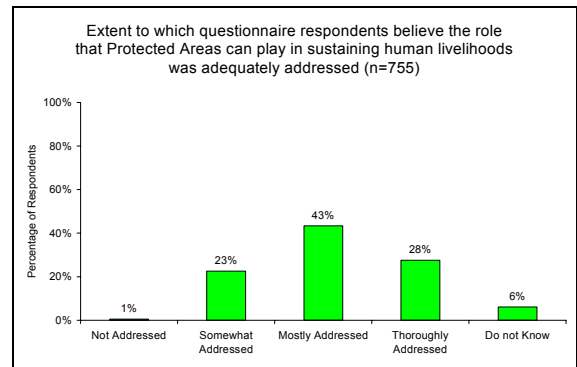


Exhibit 4.14 Adapting to Economic Change

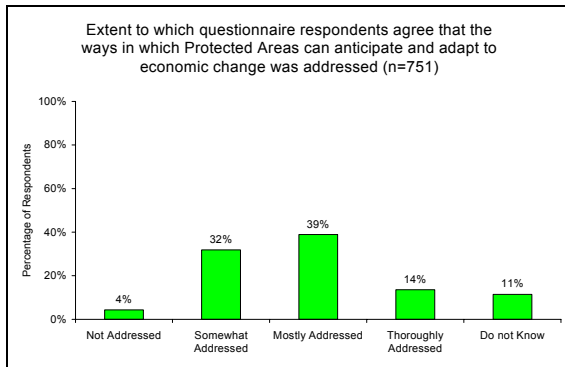


Exhibit 4.15 Adapting to Social Change

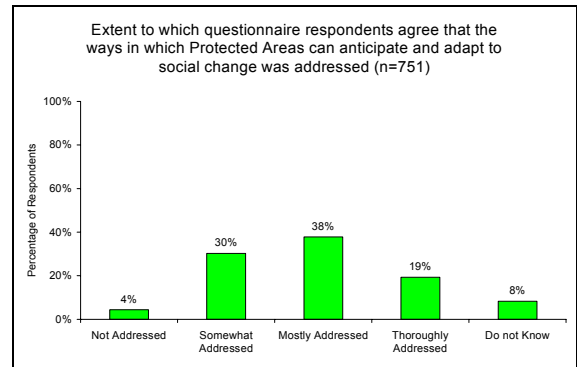


Exhibit 4.16 Human and Environmental Security

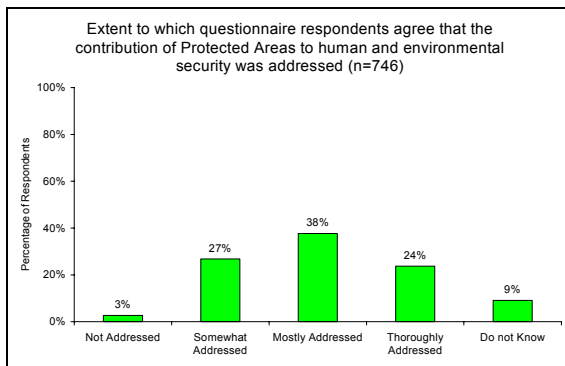


Exhibit 4.17 Broader Sustainable Development Agenda (Interview Respondents)

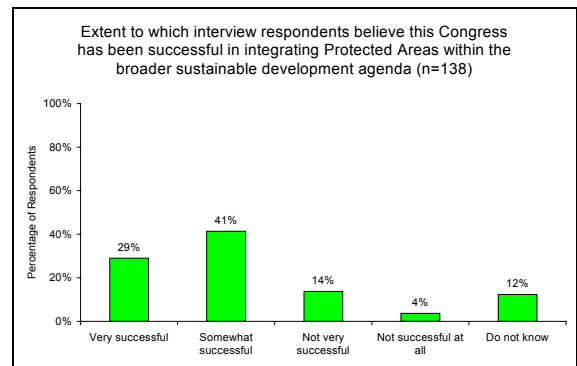


Exhibit 4.18 Addressing Social and Economic Issues

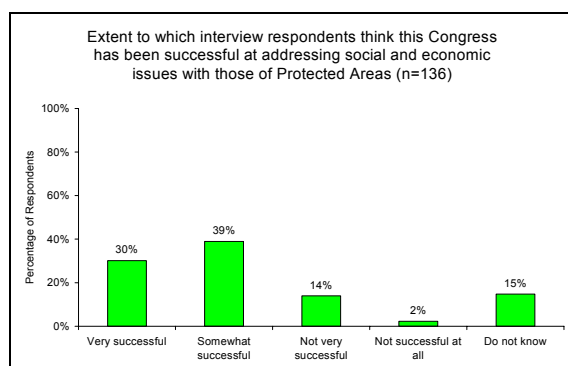
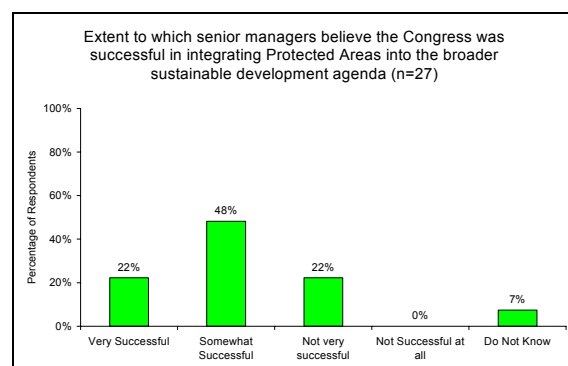


Exhibit 4.19 Broader Sustainable Development Agenda (Senior Manager Respondents)



Finding 18: Despite noted efforts to address the broader sustainable development Agenda, the need remains for the Protected Area community to deepen its understanding, clarify its thinking and enhance its capacity to work on issues relating Protected Areas to sustainable development.

A consistent theme in many participant and senior manager interviews was that sustainable development issues were discussed at a broad level and that the Congress represented an opportunity “to get the issues on the table”. For both participants and senior management, there is still a lack of clarity and focus in what these issues really mean. However, the inclusion of sustainable development on the Congress Agenda was seen as a step in the right direction. In reflecting on this, interview respondents indicated that there is a need to strengthen the ability of Protected Area professionals to discuss sustainable development *in the context of* Protected Areas. Some participants also noted that many of the ambiguities surrounding sustainable development have more to do with the lack of a general consensus on the meaning of this term. Others pointed to an apparent dichotomy between the concepts of conservation and economic development and the difficulty this presents in trying to find common ground.

While 69% of donors noted that the WPC had been somewhat successful in integrating Protected Areas into the sustainable development Agenda, the majority of comments noted that the Congress should be recognized for having addressing WSSD issues and in engaging high-level discussions on issues such as MDGs, conflict resolution and governance. Despite this, however, other donors noted that the division between sustainable development and Protected Area proponents is still considerable.

4.5 Technical Networking Opportunities

Finding 19: The WPC was successful at providing technical networking opportunities for professionals working on Protected Areas related issues.

Both questionnaire and interview respondents alike strongly supported the conclusion that the WPC was effective in terms of providing technical networking opportunities for participants. Over 80% of both evaluation questionnaire and interview respondents concluded that the WPC provided adequate networking opportunities (see Exhibit 4.20 and Exhibit 4.21). Moreover, comments noted to this effect show that for many respondents, this factor represented one of the most important benefits for having attended the Congress.

Analogous observations were made by senior managers with over 90% who perceived that the Congress had been successful to some extent in providing technical working opportunities. As for donors, 68% felt the WPC was similarly successful – suggesting that networking was the main rationale for the Congress and a unique opportunity to do so outside of formal sessions. Participant and donor interviewees both suggested however that an effective mechanism for contacting other delegates should be made available to facilitate networking (such as a mailbox system or a bulletin board).

Exhibit 4.20 Technical Networking Opportunities

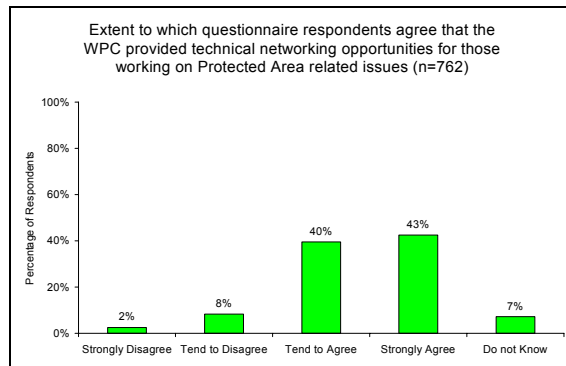
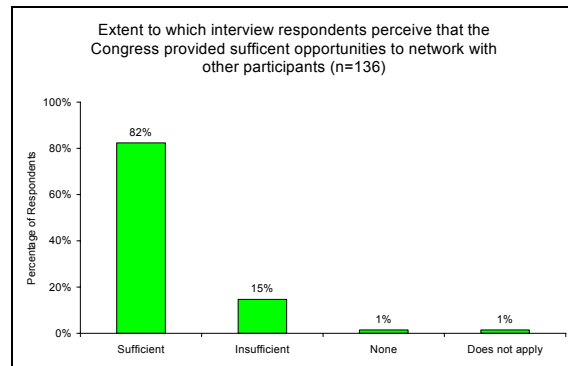


Exhibit 4.21 Opportunities to Network with Other Participants



4.6 Meeting Stakeholder Needs

Finding 20: Overall, the WPC was successful in addressing the needs of participants and was a good investment of their time.

When asked “How much did you learn or gain from the Congress?” two-thirds of interview respondents indicated that they gained many things compared with only 27% who observed that they had learned or gained only a few things (see Exhibit 4.22). Furthermore, the WPC was perceived as having been mostly successful in meeting the expectations of more than 80% of questionnaire respondents (see Exhibit 4.23). Lastly, the overwhelming majority (90%) of questionnaire respondents observed that the WPC had been a good investment of their time (see Exhibit 4.24).

Exhibit 4.22 Learned or Gained Something Useful

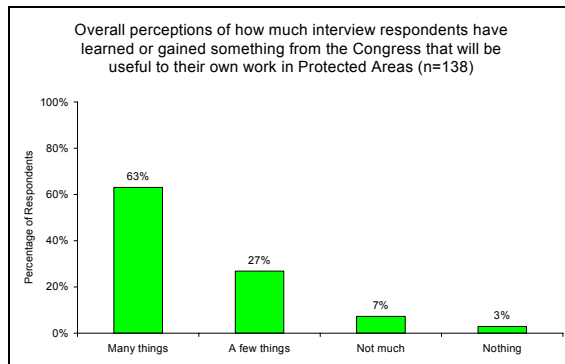


Exhibit 4.23 Met Participant Expectations

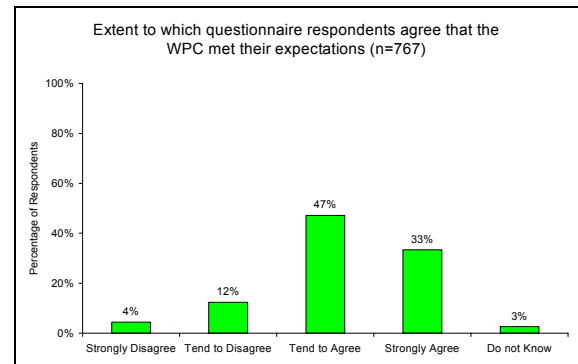
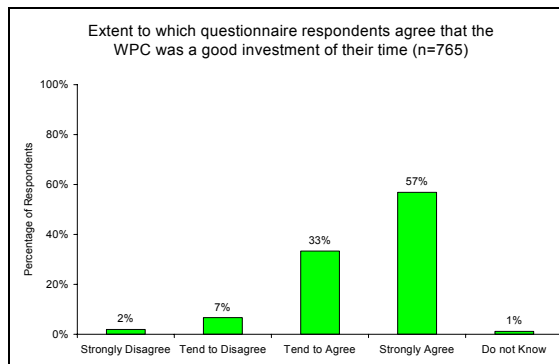


Exhibit 4.24 The WPC Was a Good Investment of Time



The Most Common Reasons for Participating in the WPC

1. To update knowledge on Protected Areas and lessons, learn more on global trends, gain understanding on specific issues and further professional development.
2. To contribute to and engage in discussions, provide input on Protected Area Agenda and share lessons.
3. To network, meet Protected Area professionals and establish contacts.

The Most Important Benefits of the WPC

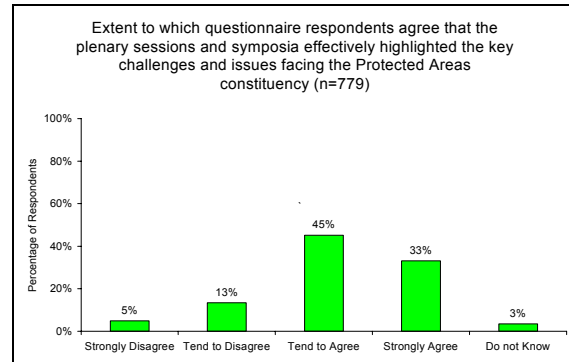
1. Lessons, updated knowledge and shared experience and ideas;
2. Contacts, networking, partnerships, collaborations and professional support;
3. Tools, resources, publications, knowledge products and options; and,
4. Increased awareness and visibility of Protected Area issues (gaps and challenges) and stakeholder groups such as indigenous peoples, local communities and the private sector.

4.7 Plenary Sessions & Symposia

Finding 21: While plenary sessions and symposia were perceived as having been mostly effective in highlighting the key challenges and issues facing the Protected Area constituency, concerns were raised regarding the overall lack of debate and discussion.

When asked to identify the extent to which the plenary sessions and symposia effectively highlighted the key challenges and issues facing the Protected Areas constituency, evaluation results indicate that more than three-quarters of questionnaire respondents either tended to agree or strongly agreed with the statement (see Exhibit 4.25). However, the overall lack of debate and discussion noted by questionnaire respondents as the second most significant weakness of the WPC, was raised by some interview respondents as a major impediment to the effectiveness of the plenary sessions and symposia.

Exhibit 4.25 Highlighting Key Challenges and Issues in Plenary Sessions and Symposia



Plenaries & Symposia

“Too many plenaries with no time for questions or discussions.”

“Too general - need to work harder to pursue a theme and the substance that goes with it. Time constraints - too many speakers, too little time for questions or debate.”

“Need to manage plenaries and symposia better.”

“Good content, limited discussion, poor chairing, poor facilitating of discussions, people not given opportunity to discuss anything.”

“Too many speakers, good papers but no opportunity to interact and discuss.”

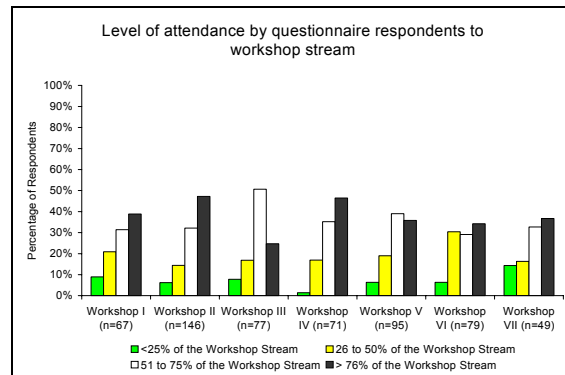
5. Effectiveness of Workshop Streams

This section reports on the overall effectiveness of the workshop streams. In all, there were seven workshop streams with multiple breakout sessions⁵.

- Workshop Stream I: Linkages in the Landscape & Seascape
- Workshop Stream II: Building Broader Support for Protected Areas
- Workshop Stream III: Governance of Protected Areas
- Workshop Stream IV: Developing the Capacity to Manage Protected Areas
- Workshop Stream V: Evaluating Management Effectiveness
- Workshop Stream VI: Building a Secure Financial Future
- Workshop Stream VII: Building Comprehensive Protected Area Systems

Two thirds of questionnaire respondents indicated that they had attended 50% or more of the workshop stream for which they completed a questionnaire. Overall attendance to the workshop streams above the 50% threshold varied between 63% (Workshop Stream VI Building a Secure Financial Future) and 82% (Workshop Stream IV Developing the Capacity to Manage Protected Areas) (see Exhibit 5.1). Consequently, the findings presented herein are deemed representative of the general perspectives expressed by the most active participants.

Exhibit 5.1 Attendance to Workshop Stream



5.1 Overview of Workshop Streams

Finding 22: While workshop streams were strongly perceived as being well organized, respondents indicated that major improvements could have been made in terms of the venue location as well as in the coordination and focus of the breakout sessions.

Notwithstanding marginal differences between the workshops, all streams were strongly perceived as being well organized by attending participants (see Exhibit 5.2). Workshops V (Management Effectiveness) and VI (Building a Secure Financial Future) attained the highest rating (95% and 92% respectively) while Workshop I (Linkages in the Landscape and Seascape) obtained a rating of 82%, which suggests relatively minor differences between the workshops.

Organization of the Workshops

- “Comprehensive coverage with absolutely first rate management and preparation.”
- “Bonne infrastructure et bonne organisation d’ensemble.” (Good infrastructure and good organization on the whole.)
- “Reflexionar sobre gestion.” (Thinking about management)
- “Well organized and professionally prepared.”
- “Wide coverage issues, good preparation and management.”
- “Very well structured.”

While close to three-quarters of all respondents indicated that the use of simultaneous breakout sessions to address major issues was effective (see Exhibit 5.3), comments noted in areas for improvement suggest that there is a need for better coordination and focus between the breakout sessions in order to reduce overlap and improve the achievement of results. The majority of respondents felt that a more focused Agenda with fewer breakout sessions and/or presentations would provide more time for in-depth discussion and debate as well as promote greater participation.

⁵ The extent to which, individual workshop objectives were met and how well cross-cutting themes were addressed is explored in section six of this report.

Moreover, survey respondents showed mixed responses regarding the availability of pre-workshop materials. In some cases (Streams III Governance, IV Developing Capacity & V Management Effectiveness), 68% to 71% of respondents felt there were adequate materials to prepare for the workshops, but in other cases (Workshops VI Secure Financial Future and VII Building Comprehensive PA Systems), as few as 31% to 40% of respondents reached the same conclusion.

Exhibit 5.2 Organization of the Workshop Streams

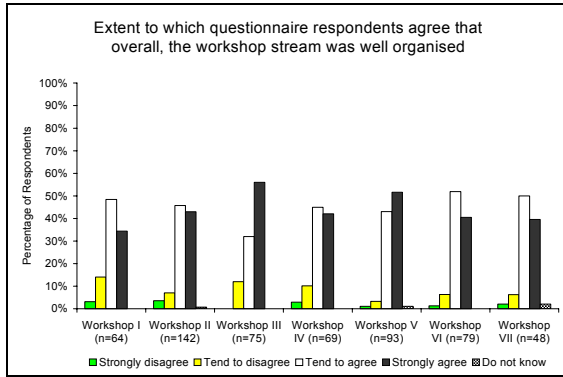
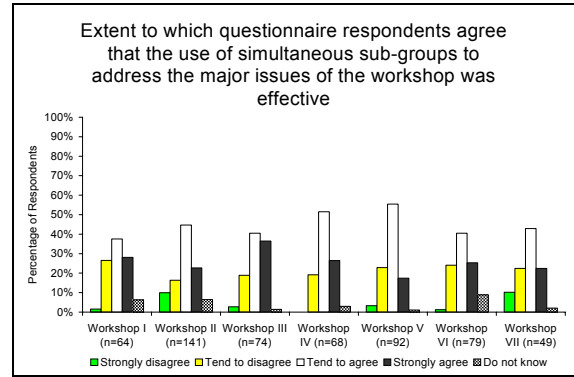


Exhibit 5.3 Simultaneous Breakout Sessions



The One Major Improvement I Would Make to the Workshop I Attended Is

- “Fewer presentations – more interactive debate and discussions.”*
- “Do not step down to so many small subgroups. While all were interesting, there were too many small subgroups to be cost-effective and work effective for presenters.”*
- “Limit the number of parallel categories and put more time for open discussions on specific points.”*
- “Too many parallel sessions with similar topics.”*
- “Make sub-group presentations more consistent with one another.”*
- “Too many workshops, which overlap same issues.”*
- “Need better facilities to conduct sessions. These facilities were barely passable. It was difficult to hear and there were frequent disturbances from adjacent sessions.”*

On average, more than half of respondents tended to agree that facilities were suitable for workshop activities. However, survey comments reveal that the most significant weakness of the workshop streams attended was the poor quality of the workshop rooms (too noisy, some too small, fixed chairs inappropriate, some too big) and lack of translation facilities. Similarly, improvement to the quality of the venue used to host the workshops was one of the three most important improvements suggested by participants.

The workshop streams were perceived by workshop participants as having clear objectives and thorough contents in terms of issues and topics to be covered. However, concerns were raised regarding the depth at which issues were explored and how well these issues were debated and discussed during the workshops.

Three-quarters to 90% of questionnaire respondents indicated that the workshop stream they attended provided clear objectives to guide their activities and moreover, the same proportion of respondents felt that the contents were likewise thorough and complete (see Exhibit 5.4 and Exhibit 5.5). Similarly, more than three-quarters of survey respondents indicated that the workshop materials made available in each individual stream were useful to participants.

More than three-quarters of workshop questionnaire respondents indicated that key issues and lessons learned were well articulated in their respective workshop stream (see Exhibit 5.6). Similarly, over 80% observed that the workshop stream(s) they attended adequately identified key challenges and issues (Exhibit 5.7), 30% indicated that the level of debate was adequate (see Exhibit 5.8), and another 40% tended to agree. Concern was raised by others that issues and lessons were not sufficiently addressed (see Exhibit 5.9).

Exhibit 5.4 Workshop Objectives

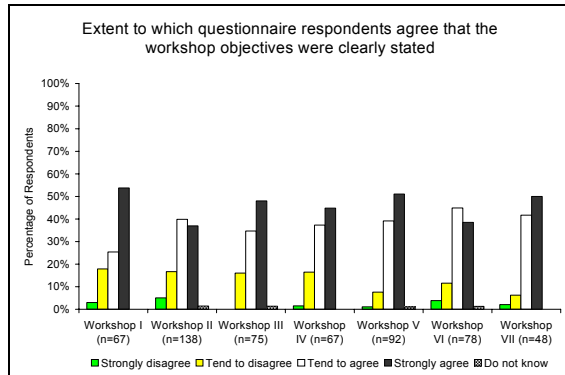
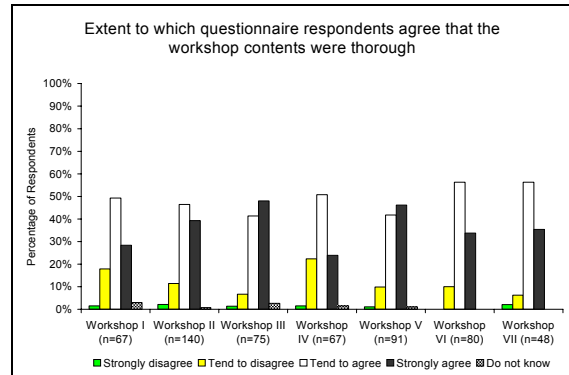


Exhibit 5.5 Workshop Contents



Among the most significant strengths of the workshop streams, respondents noted that they were successful in exploring new ideas, themes and issues while strengthening technical knowledge. Workshops were also attributed with having made contributions towards the advancement of knowledge and science of Protected Areas and for having raised the profile of Protected Areas issues.

While respondents were generally positive about the thoroughness of the workshop contents, the fourth most often stated weakness and/or area for improvement noted by respondents suggests that relevant issues were addressed superficially or too broadly. Comments collected from all the workshop questionnaires indicate that there was a lack of depth to the presentations and/or that important gaps were not addressed. Respondents indicated that improvements should be considered regarding the quality of the presentations and materials provided to ensure delivery of more substantive in-depth analysis and substantive content.

Further it was recommended that workshops should limit their focus to the most important themes and issues, with fewer presentations, more debate and discussion, improved facilitation and chairing, and fewer workshops/breakout sessions.

Significant Strength of the Workshop Attended

“Exposure to tools, training and demonstration sessions and lessons learned.”

“Quality of technical detail and substance.”

“New approaches to link landscape/seascape wider ecosystems.”

“Conocer el perfil del Nuevo administrado de AP.” (Got to know the new Protected Areas administrator)

“Obtained practical information/guidelines that can be used.”

Inadequate Depth of Workshop Streams

“Profundizar un poco mas en el tema de las lecciones aprendidas en el proceso, eso permitiría generar un poco mas de conocimiento sobre las experiencias que se presentan ya que muchas veces únicamente se presentan generalidades.” (Go a bit deeper into the theme of lessons learned, to generate a little more knowledge on experiences instead hearing only generalities in many presentations)

“Fewer subgroups/workshops would enable one to focus better.”

“Mejorar el resultado del taller al enunciar adecuadamente los objetivos.” (Improve the results of workshops by announcing the objectives adequately)

“Less presentations. Presentations better prepared and focused.”

“Presentations general, little specifics or hard evidence.”

“Dilucion de buenos ideas.” (Dilution of good ideas)

Exhibit 5.6 Key Issues in Workshop Stream

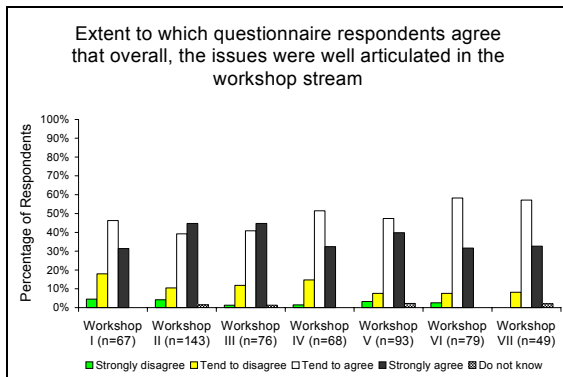


Exhibit 5.7 Workshop Effectiveness in Identifying Key Challenges and Issues

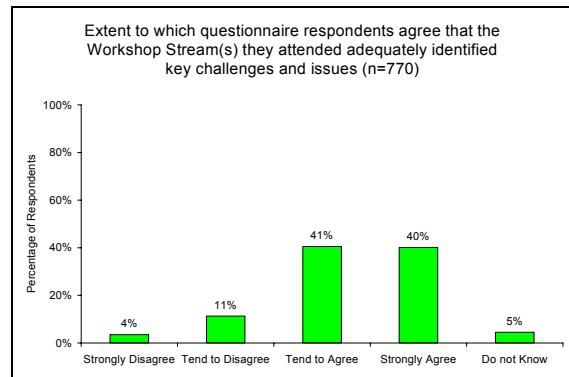


Exhibit 5.8 Level of Debate to Address Key Issues

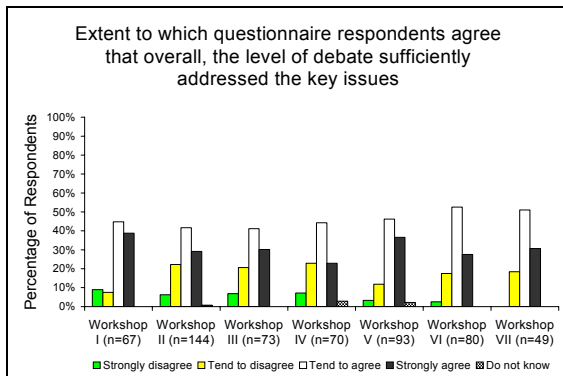
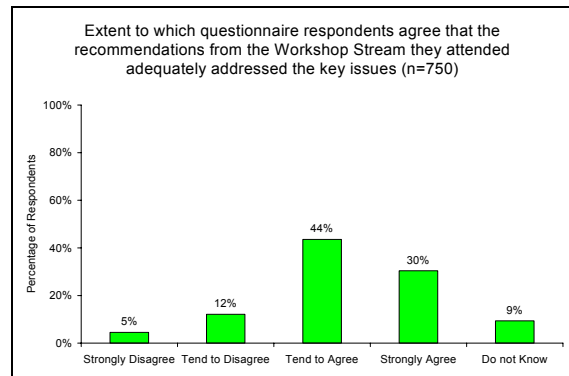


Exhibit 5.9 Workshop Stream Recommendations' Effectiveness in Addressing Key Issues



The most significant weakness noted by questionnaire respondents as well the single most important improvement they would make related to the lack of discussion and debate in the workshops. The majority of comments noted that the sessions were either inappropriately facilitated to foster the exchange of ideas or that time was poorly managed.

Lack of Debate and Discussion

“Participants should be allowed to comment and ask questions at the end of each presentations.”

“No adequate time to discuss presentations.”

“Workshops often did not allow time for rebuttal or discussion. We were often asked only for one key comment or recommendation rather than being able to discuss case studies and issues among the group.”

“Ampliar las discusiones, porque de lo contrario quedar cases obturas.” (Widen the discussions, with contrasting case studies)

“Too many presentations and too little time for discussions.”

“Time constraints for in-depth study and understanding of so many important and relevant issues.”

“Need to hear more experience from the audience to analyze issues and implications more carefully.”

Finding 23: Overall workshop streams were effectively chaired and relevant resource persons were able to constructively contribute to the debates, however some improvements were suggested.

Over three-quarters of questionnaire respondents agreed or tended to agree that workshops were either effectively chaired (see Exhibit 5.10) or that resource persons associated with each workshops (subgroup chairs, co-chairs and presenters) were able to constructively contribute to the workshop debates (see Exhibit 5.11). While the quality of presenters (competence, expertise and experience) was recognized as being one of the most significant strengths of the workshop streams, a concern was noted by participants that improvements could be made. Some respondents commented that chairs and facilitators lacked appropriate skills or abilities to manage sessions, facilitate discussions and use time efficiently.

Exhibit 5.10 Effectively Chaired Workshops

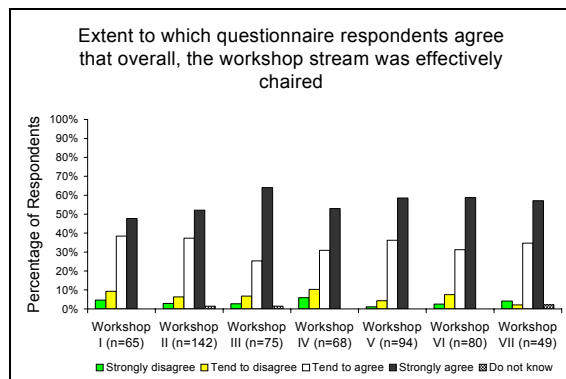
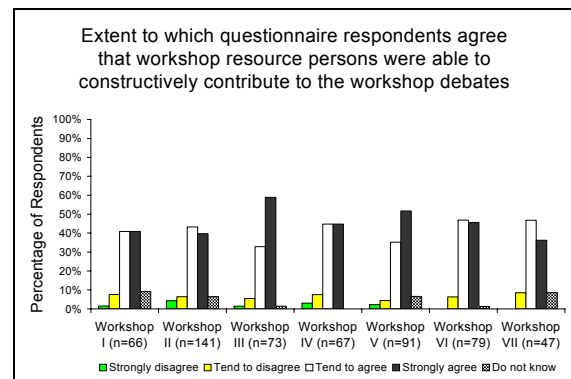


Exhibit 5.11 Resource Person Contributions



Finding 24: The workshop streams were perceived as being directly relevant to the work of respondents: the workshops were successful in enhancing the knowledge of respondents on key issues as well as in providing skills that would be useful to their organizations.

On average⁶, over 90% of survey respondents indicated that the workshop they attended had enhanced their knowledge and understanding of the topics discussed (see Exhibit 5.12), that the stream issues were directly relevant to their work (see Exhibit 5.13) and that the knowledge and skills gained would be useful to their respective organizations (see Exhibit 5.14).

Exhibit 5.12 Knowledge of Topics Discussed

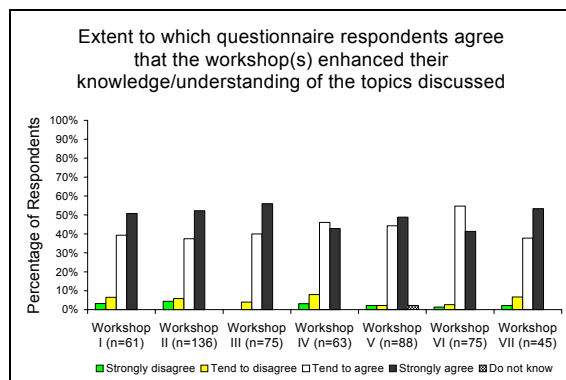
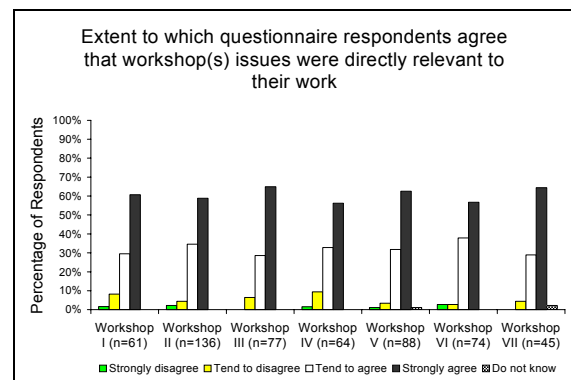


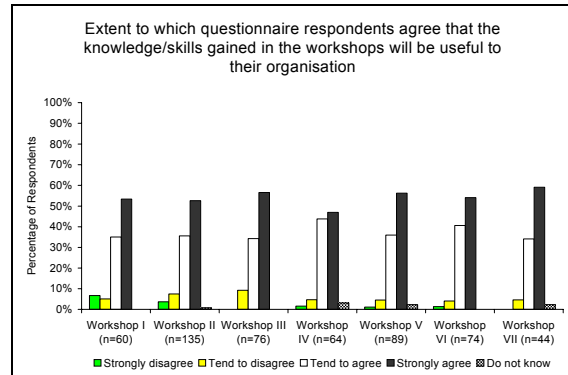
Exhibit 5.13 Workshop Relevance



⁶ Average based on responses from the seven workshop streams. The lowest value noted was 86% and the highest was 96%.

As noted earlier, the effectiveness of the workshops in providing new insights on relevant topics was the second most significant strength noted by respondents. Survey responses further indicate that workshops were successful in advancing the level of knowledge on the topics discussed as well as on raising the profile of issues and in setting directions. Similarly, respondents also indicated that the workshops had provided participants with relevant and practical application. Sample statements relating to these observations are noted in the textbox below.

Exhibit 5.14 Knowledge Usefulness for my Organization



Usefulness of Workshop Stream

“New approaches to link landscape/seascape.”

“Quality of technical details and substance.”

“Conocer muchas experiencias de países y como solucionar sus problemas.” (Learned of many countries’ experiences and how they have solved their problems)

“Practical solutions presented.”

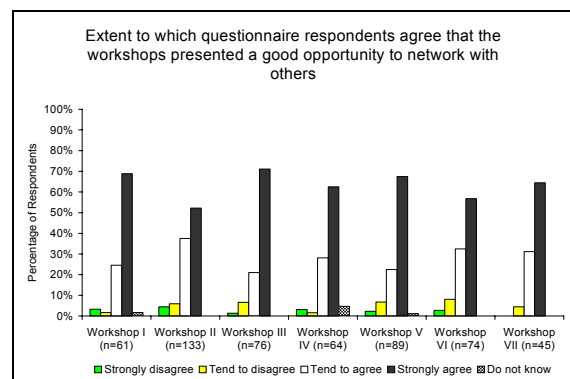
“Presentation of best practices and experiences from countries all over the world.”

“Various topics such as: “case studies,” “lessons learned,” “finance tools,” “management effectiveness,” “ecological integrity,” etc.”

Finding 25: The workshop streams were highly effective in providing networking opportunities to participants.

More than 89% of all questionnaire respondents indicated that the workshop they attended provided a good opportunity to network with others (see Exhibit 5.15). The richness and diversity of participants and the resulting wealth of knowledge and experience that was brought to bear in the workshop sessions, proved to be the most significant strength of the workshop streams according to the respondents

Exhibit 5.15 Networking Opportunities



The Most Significant Strength of the Workshops

“High number of experiences from all over the world presented.”

“Networking and understanding what other areas are doing.”

“Allowed me to establish contact with a strong approach useful to my organization.”

“The number of experts and parishioners who were pulled together to share experiences and forge new directions.”

“Bringing the global community to share experiences.”

“La forte mobilisation de tous les acteurs concernés par la conservation de la nature et de la biodiversité.” (All the actors concerned with the conservation of nature and biodiversity were strongly motivated)

“The opportunity to hear other experiences and listen to how people in other countries and Protected Areas are dealing with issues we work on.”

Workshop stream contributions towards the advancement of the Protected Areas Agenda as well as the Outputs of the World Parks Congress were perceived as being potentially significant.

While the extent to which workshop streams were able to make contributions to the WPC Outputs and the advancement of the Protected Areas Agenda was perceived as being potentially significant by more than two thirds of survey respondents, some wide variances were noted between the different workshops. When asked whether or not the workshop stream represents a potentially significant contribution to the Durban Accord and Action Plan, a strong majority of respondents agreed with the statement and some notably so, such as in Workshop Stream VII Building Comprehensive Protected Areas (see Exhibit 5.16). Similar results were obtained for the contributions of the workshop streams towards the Convention on Biological Diversity (see Exhibit 5.17) and the advancement of the Protected Areas Agenda (see Exhibit 5.18).

Exhibit 5.16 Contributions to the Durban Accord and Action Plan

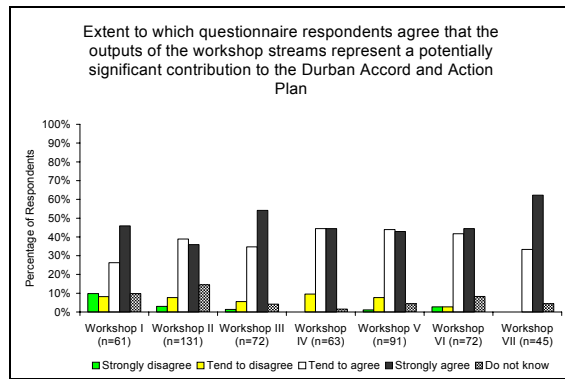
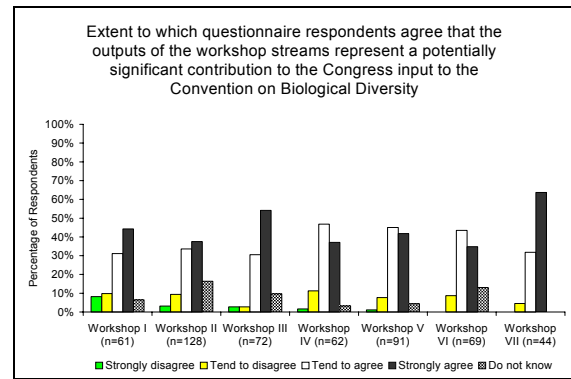
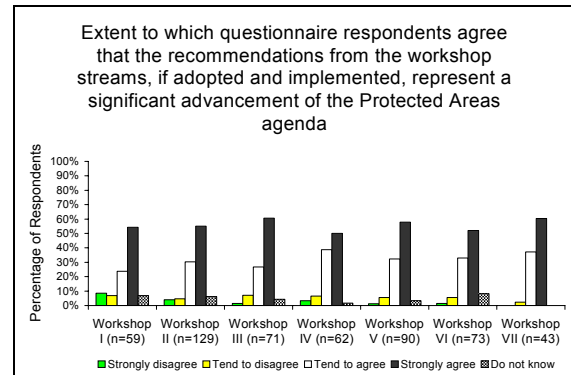


Exhibit 5.17 Contributions to the Convention on Biological Diversity



Correspondingly, the contributions made by workshop streams towards the advancement of the Protected Areas Agenda and the Outputs that resulted from the Congress were also noted by participants as one of the most significant strengths of the WPC. Respondents indicated that the workshops were successful in making contributions towards the advancement of Protected Areas knowledge and science and consequently, towards the relevant conventions and WPC Outputs.

Exhibit 5.18 Contributions to the Advancement of the Protected Areas Agenda



Linkages Between Workshop Streams and WPC Outputs

- “The linkages to Congress key Outputs were clearly seen/acknowledged.”
- “The recommendation represents a significant advancement of Protected Areas.”
- “Reinforce and give new value to category V protected landscapes.”
- “Acknowledgement of importance of indigenous people.”
- “Bringing the TBPA experts together to set an Agenda for the next 5-10 years.”
- “Content represented the scientific basis of Protected Areas design and management.”
- “El consenso de los participantes sobre los principales puntos de analisis.” (Consensus among participants on the main points of the analysis)
- “Programme towards setting targets for biodiversity conservation.”

Finding 26: Workshop streams were successful in meeting the expectations of participants and in providing significant added value to the World Parks Congress.

While some variances were noted between the workshop streams regarding the extent to which participants expectations were met, more than three-quarters of survey respondents were found to be in agreement with the latter statement (see Exhibit 5.19). Similarly, survey results show that 83% to 100% of workshop stream questionnaire respondents agreed that the stream they attended would provide significant added value to the World Parks Congress (see Exhibit 5.20).

Exhibit 5.19 Meeting Expectations

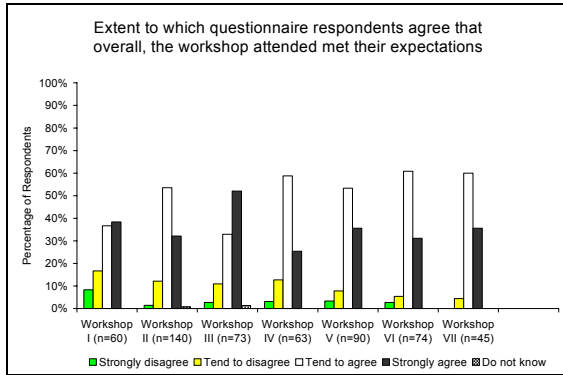
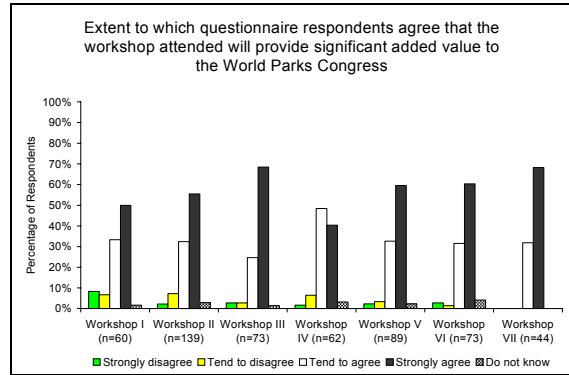


Exhibit 5.20 Added Value to the World Parks Congress



6. Workshop Objectives & Cross-Cutting Themes

The following sections present findings related to the specific objectives of each workshop stream and the extent to which cross-cutting themes were successfully addressed. The cross-cutting themes explored in this Congress were Marine Protected Areas, World Heritage, and Communities and Equity.

6.1 Workshop I: Linkages in the Landscape & Seascape

6.1.1 Workshop I Objectives

Finding 27: The objectives of Workshop Stream I, Linkages in the Landscape & Seascape, were perceived as having been mostly addressed. However, questionnaire responses suggest that concrete and straightforward objectives were perceived to be better addressed than those dealing with planning and management issues.

Participant responses to the workshop questionnaire suggest that for the most part, the Linkages in the Landscape and Seascape workshop was successful in addressing its stated objectives. The key aspects of linkages in land/seascape were perceived as being mostly addressed by 50% of respondents and another 24% thought that these were completely addressed (see Exhibit 6.1). Similarly, the identification of relevant stakeholders (see Exhibit 6.4) was likewise identified by more than two-thirds of respondents as having been mostly addressed. As for the practical aspects of planning and managing linkages (see Exhibit 6.2) and the role of linkages in strategic planning and adaptive management (see Exhibit 6.3), these were assessed as having been addressed by nearly two-thirds of respondents.

When participants were asked to assess the extent to which the workshop stream was successful in defining the importance of managing Protected Areas in the context of their surrounding land/seascape, over a third felt that this had been somewhat addressed and close to 10% indicated that they did not know (see Exhibit 6.5). While the overall assessment of this last point remains positive, it nevertheless suggests that the rationale for managing Protected Areas in the context of its linkages to surrounding areas was not as well understood as it could have been. Moreover, the fact that objectives presenting planning and management components were noted as having been slightly less well addressed, supports observations made by WPC questionnaire respondents that not enough time was given to adequately address complex issues.

Exhibit 6.1 Defining Key Aspects of Linkages

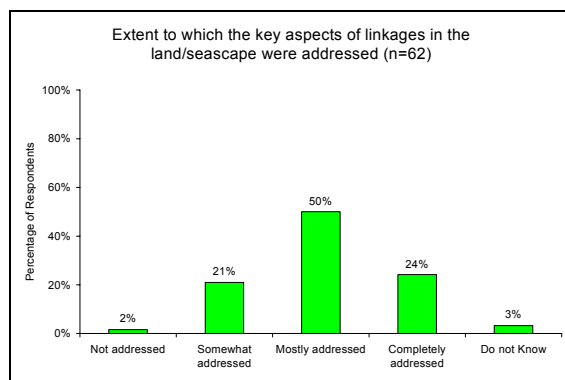


Exhibit 6.2 Identifying Practical Aspects of Linkages

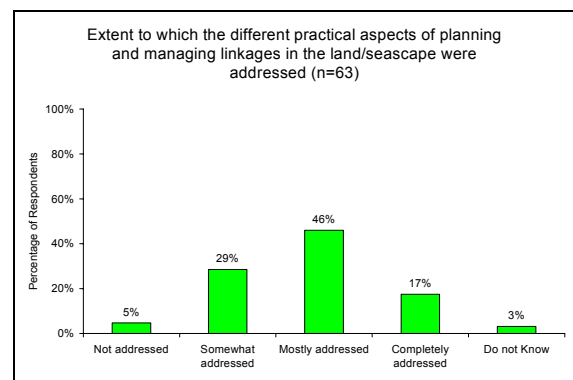


Exhibit 6.3 Role of Linkages in Strategic Planning and Adaptive Management

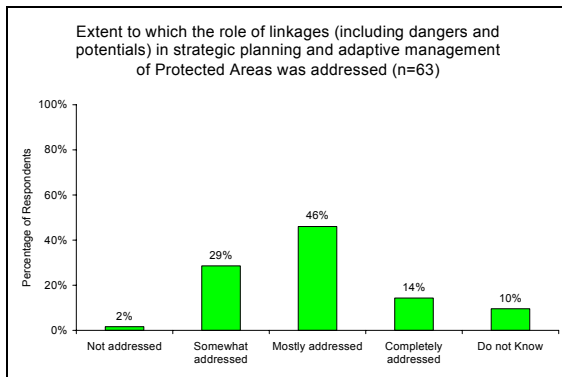


Exhibit 6.4 Identifying Stakeholders Involved in Linkages

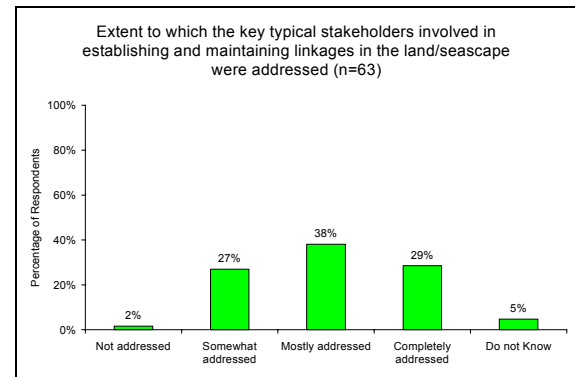
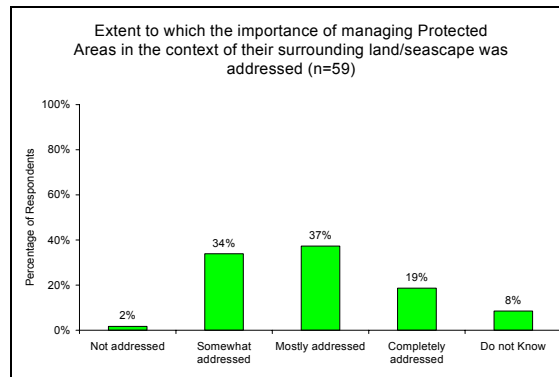


Exhibit 6.5 The Importance of Managing Protected Areas in the Context of Linkages



6.1.2 Workshop I Practical Applications

Finding 28: The extent to which practical applications were adequately developed during simultaneous sessions varied considerably.

According to workshop questionnaire respondents, some of the practical applications related to the Linkages in the Landscape and Seascape stream were better developed than others. Questionnaire results suggest that 56% of respondents thought that the workshop had been mostly successful in developing an understanding of cultural linkages to improve the links between Protected Areas and the land/seascape (see Exhibit 6.8). Similarly, close to half of respondents indicated that the workshop had mostly demonstrated how to protect land/seascapes (see Exhibit 6.7). With respect to economic linkages and planning ecological linkages however, questionnaire results suggest greater ambivalence. When asked to rate the extent to which practical applications had been developed on how to deal with economic linkages related to landscape management, fewer than 37% believed that this had been mostly or thoroughly developed (see Exhibit 6.9). Similarly, only 39% reported that the workshop had mostly or thoroughly developed practical applications relating to how to plan ecological linkages in land/seascape (see Exhibit 6.6).

Exhibit 6.6 Planning Ecological Linkages in the Landscape & Seascape

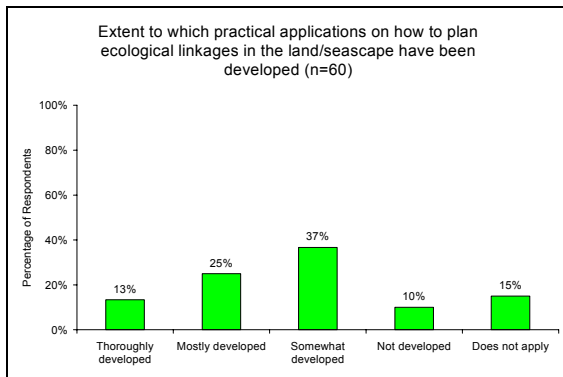


Exhibit 6.7 Protecting Landscapes & Seascapes

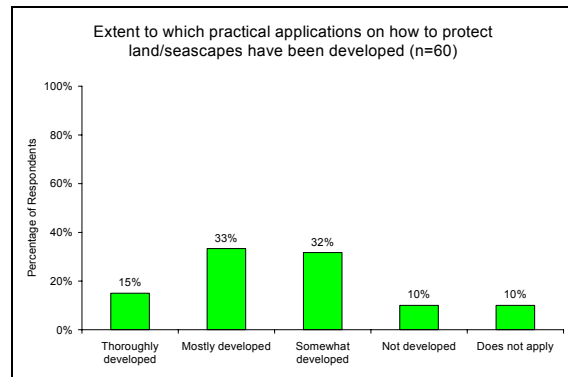


Exhibit 6.8 Understanding Cultural Linkages

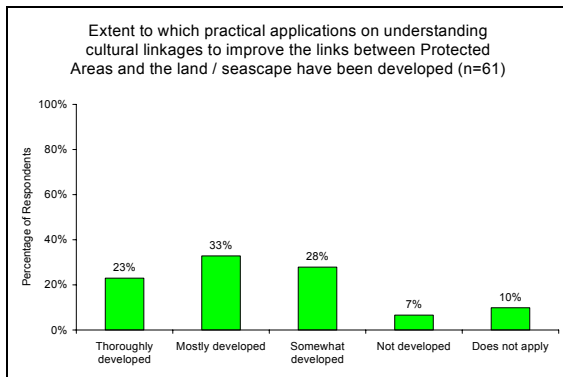
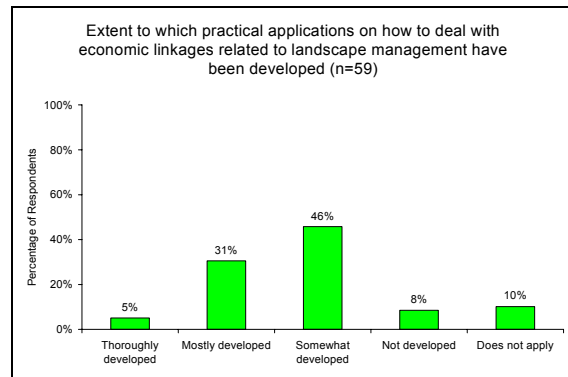


Exhibit 6.9 Dealing with Economic Linkages



6.1.3 Workshop I Cross-Cutting Themes

Finding 29: While the marine cross-cutting theme was mostly perceived as not being pertinent to the Linkages workshop, the majority of those who responded believed that the marine theme was only partially addressed.

The majority of the workshop questionnaire respondents indicated that the marine cross-cutting theme did not apply to the sessions they attended. With respect to management techniques relating to seascapes and corridor planning, more than 35% indicated that this subject was either not addressed or somewhat addressed during the workshop, compared to a little over 20% who believed that this was either mostly or completely addressed (44% answered that the statement did not apply to the session(s) they attended) (see Exhibit 6.10). A little more than 24% of respondents believed that guidelines to establish marine no-take reserve networks had either not been addressed or only partially so (58% indicated that this did not apply to the session(s) they attended) (see Exhibit 6.11). Similarly, close to 23% of respondents indicated that current management issues related to the concept of large marine ecosystems had only somewhat been addressed (58.5% responded with “Does not apply”) (see Exhibit 6.12).

Exhibit 6.10 Marine Management Techniques

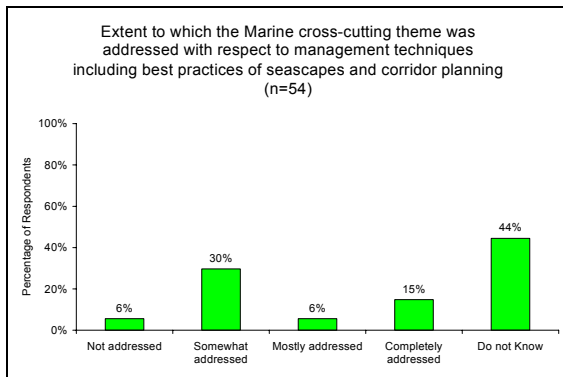


Exhibit 6.11 Guidelines to Establish Marine No-Take Reserves

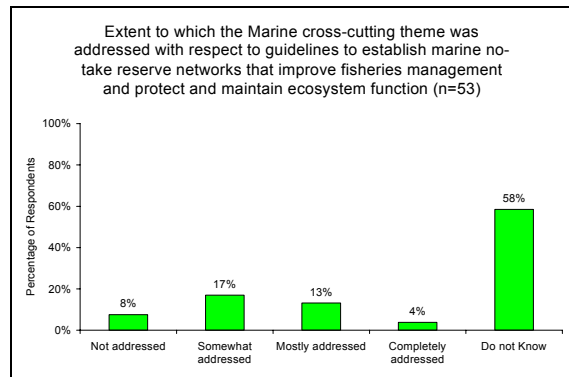
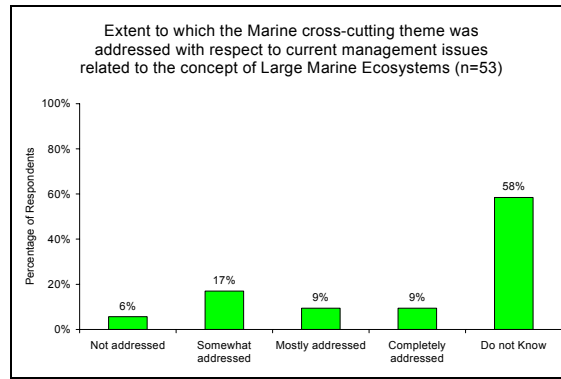


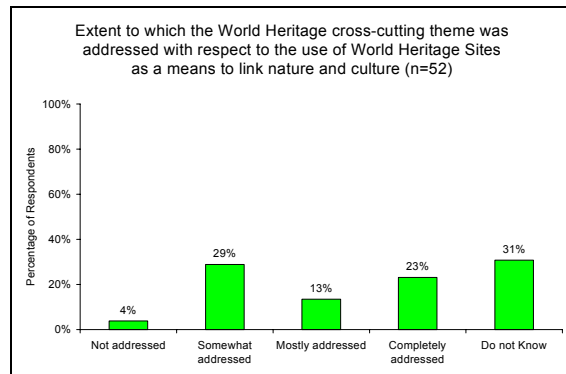
Exhibit 6.12 Large Marine Ecosystems



Finding 30: Only a third of workshop participants perceived the cross-cutting theme related to World Heritage as having been addressed.

The use of World Heritage Sites as a means to link nature and culture was perceived as having been addressed by over 36% of questionnaire respondents. A little less than a third thought the workshop had either not addressed or only partially addressed this issue and over 30% thought that this either did not apply or was not pertinent to the sessions they attended (see Exhibit 6.13).

Exhibit 6.13 World Heritage Theme



Finding 31: While the role of communities in protecting land/seascapes was perceived as being well addressed, issues relevant to human-wildlife conflict and mobile peoples were not seen as having been as thorough.

Close to 60% of workshop questionnaire respondents indicated that the roles of communities in protected land/seascapes were mostly to completely addressed (see Exhibit 6.14). Comparatively, a third of respondents felt the same way about the extent to which issues relevant to human-wildlife conflicts were addressed (close to 42% responded by “Does not apply”) (see Exhibit 6.15). Similarly, a little over 30% of respondents indicated that issues relevant to mobile peoples had been mostly to completely addressed during the workshop (see Exhibit 6.16).

Exhibit 6.14 The Roles of Communities in Protected Landscapes & Seascapes

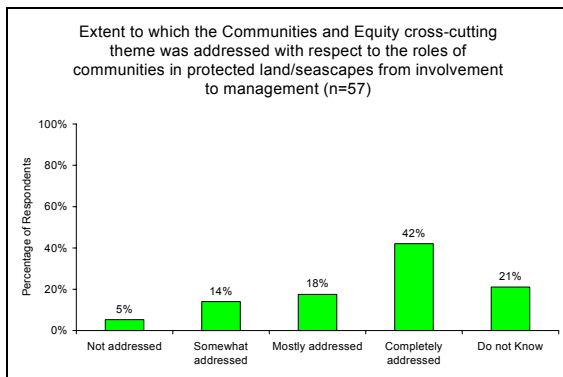


Exhibit 6.15 Issues Relevant to Human-Wildlife Conflicts

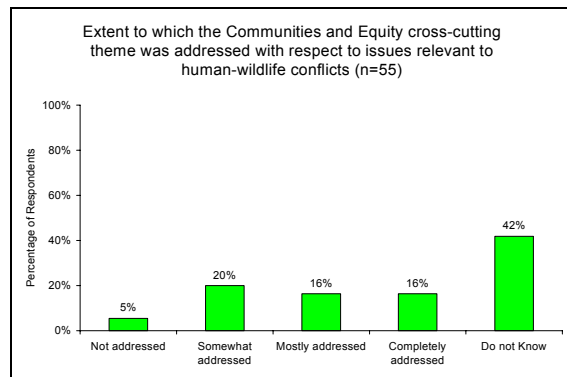
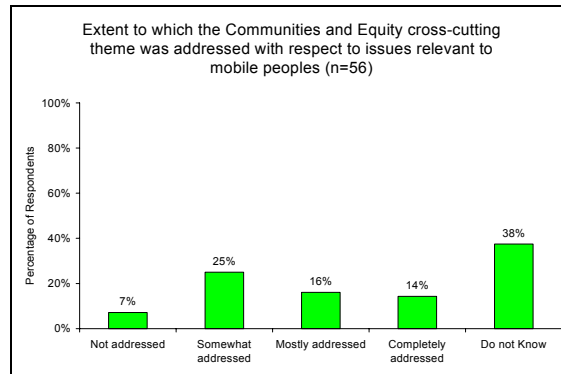


Exhibit 6.16 Issues Relevant to Mobile Peoples



6.2 Workshop II: Building Broader Support for Protected Areas

6.2.1 Workshop II Objectives

Finding 32: The main objectives of Workshop Stream II, Building Broader Support for Protected Areas, were perceived as having been mostly addressed.

The majority of workshop questionnaire respondents felt that the workshop stream on “Building Broader Support for Protected Areas” had been successful in addressing its main objectives. Over 45% of respondents believed that the workshop had developed guidelines and/or principles for building support for Protected Areas to a large extent while an additional 16% thought these had been completely addressed (see Exhibit 6.17). With respect to developing approaches, strategies, methodologies and/or tools for Protected Areas as well as recommendations on how Protected Areas can be integrated with other sectors of society, over 54% of respondents thought these had been largely addressed in both instances and an another 14.8% and 13.6% respectively perceived these objectives as having been completely addressed (see Exhibit 6.18 & Exhibit 6.19). Identification of lessons learned that can be used to build the required level of support was perceived by close to 47% of respondents as having been largely addressed and as having been completely addressed by more than 23% (see Exhibit 6.20). Finally, the identification of future directions and/or action plans to move forward the Agenda of building broader support for Protected Areas was largely addressed according to close to 54% of respondents while almost 20% felt that this objective had been completely addressed (see Exhibit 6.21).

Exhibit 6.17 Guidelines and/or Principles for Building Support

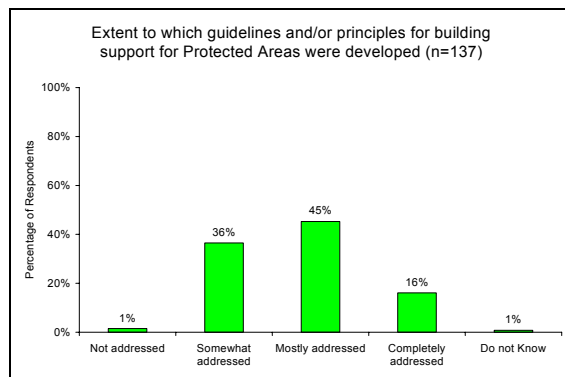


Exhibit 6.18 Approaches, Strategies, Methodologies and/or Tools for Building Support

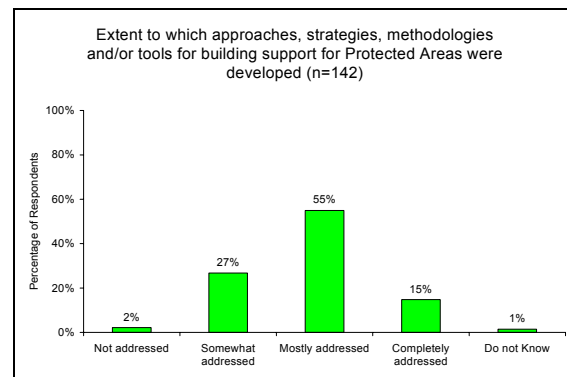


Exhibit 6.19 Recommendations on Integrating Protected Areas in Other Sector of Society

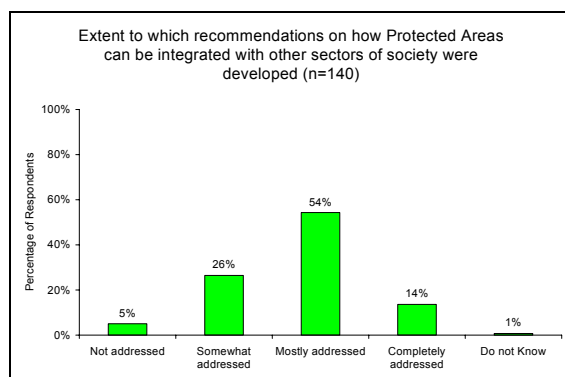


Exhibit 6.20 Lessons Learned for Building Support

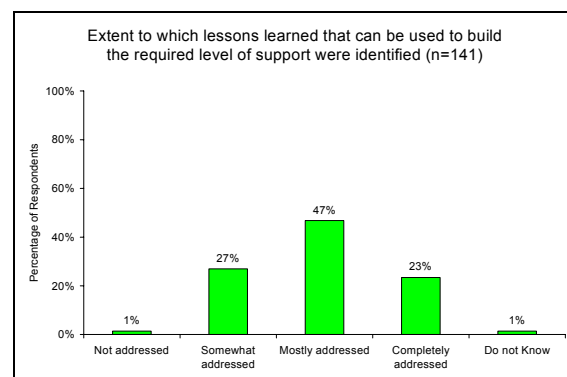
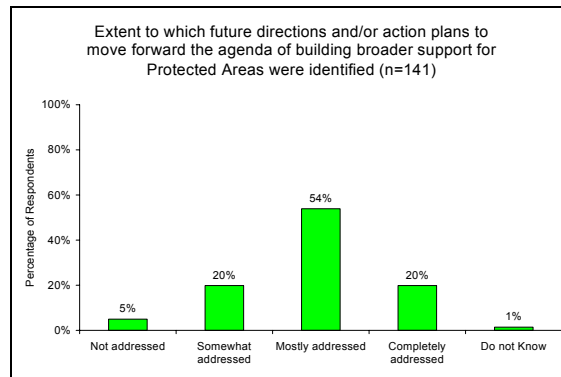


Exhibit 6.21 Identification of Future Directions and/or Action Plan



6.2.2 Workshop II Cross-Cutting Themes

Finding 33: Useful applications of tourism for the protection of Marine Protected Areas were not considered to have been well addressed within Workshop Stream II on Building Broader Support for Protected Areas.

While more than 52% of questionnaire respondents felt that the Marine cross-cutting theme was not pertinent to the sessions they attended, fewer than 14% of respondents thought that useful applications of tourism for the protection of Marine Protected Areas were largely or thoroughly addressed.

Finding 34: Participants were divided regarding the extent to which relevant World Heritage issues were adequately addressed during workshop stream on Building Support.

Approximately the same number of questionnaire respondents indicated that the use of the World Heritage Convention as a mechanism to build broader support for Protected Areas had been largely to thoroughly addressed (29%) as compared to those that indicated that this was not or was only somewhat addressed in the sessions they attended (33.9%). Similarly, more than 29% of respondents indicated that the need for broader support for World Heritage Sites in situations of conflict was largely to thoroughly addressed, while close to 28% of respondents believed that this had either not or only partially been addressed (see Exhibit 6.22 & Exhibit 6.23).

Exhibit 6.22 The World Heritage Convention as a Mechanisms for Building Support

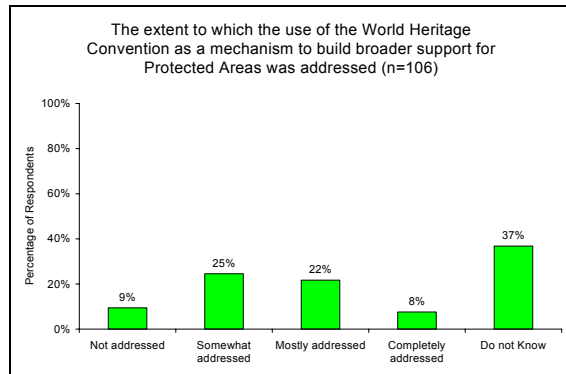
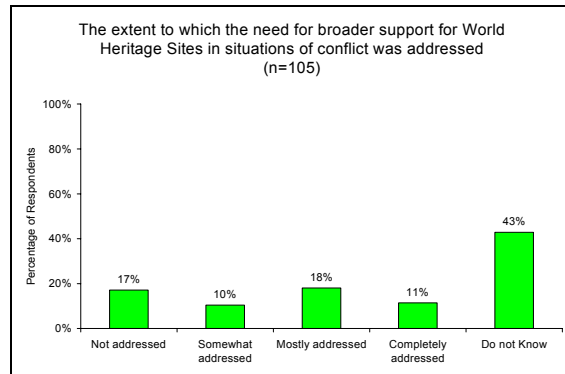


Exhibit 6.23 World Heritage Sites in Conflict Situations



Finding 35: The majority of issues related to the cross cutting theme of Communities and Equity in the workshop stream on Building Support were perceived by questionnaire respondents as having been adequately addressed.

Poverty and sustainable livelihoods were perceived as having been largely addressed (33%) to thoroughly addressed (16.7%) by half of the questionnaire respondents. Fewer than 32% felt these issues were either not addressed (3.5%) or only somewhat so (see Exhibit 6.24). Similar results were obtained regarding the extent to which non-material values and benefits of Protected Areas to communities and societies were addressed (see Exhibit 6.25). Relatively equal numbers of respondents believed that the role of indigenous peoples in ecotourism as well as community-based ecotourism were adequately addressed, as were those that suggested these issues were only partially addressed (see Exhibit 6.26 & Exhibit 6.27). Lastly, more than 45% of respondents felt that the recognition of the need for urban population support for Protected Areas was largely to thoroughly addressed while those who thought this issue was not addressed (6%) or only somewhat addressed (21%) totalled 27% (see Exhibit 6.28).

Exhibit 6.24 Poverty and Sustainable Livelihoods

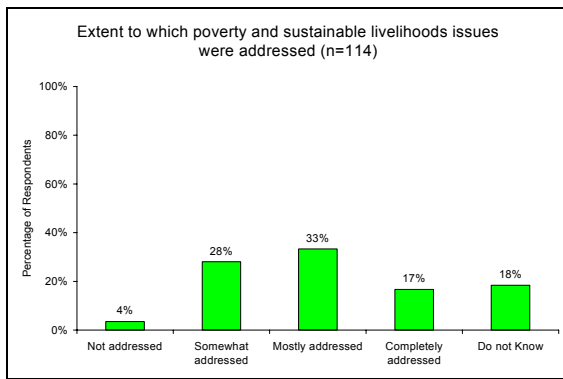


Exhibit 6.25 Non-Material Values and Benefits of Protected Areas

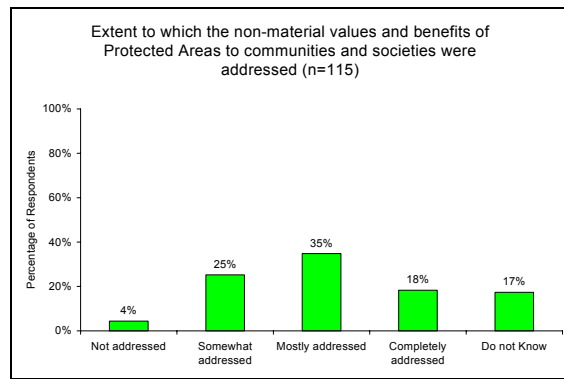


Exhibit 6.26 Community-Based Ecotourism

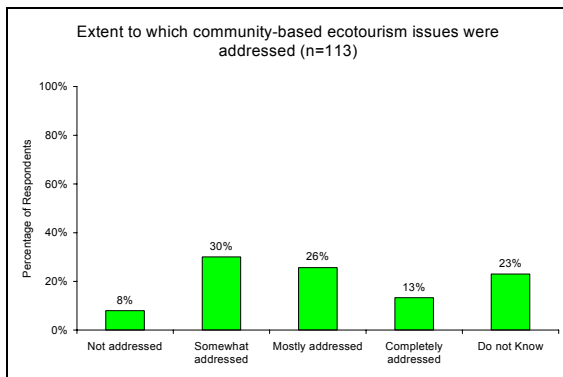


Exhibit 6.27 Role of Indigenous Peoples in Ecotourism

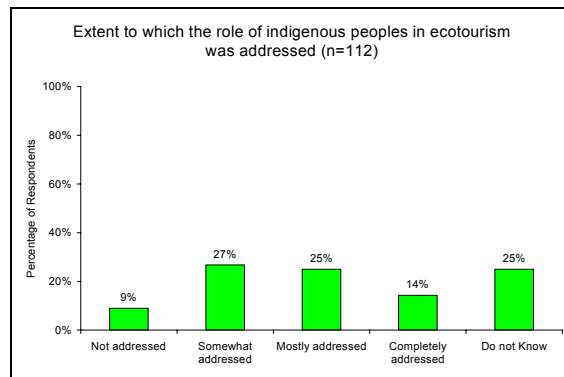
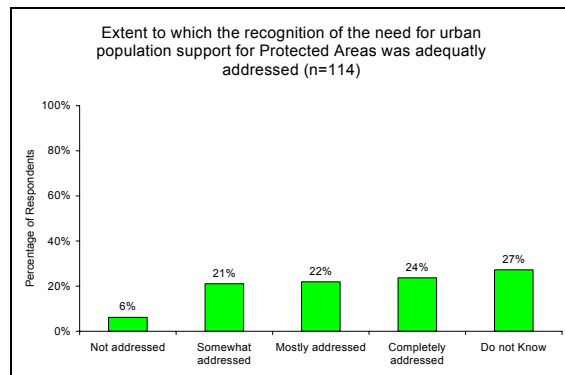


Exhibit 6.28 The Need for Urban Population Support

6.3 Workshop III: Governance of Protected Areas

6.3.1 Workshop III Objectives

Finding 36: The majority of objectives of Workshop Stream III, Governance of Protected Areas, were perceived as having been addressed by more than two thirds of all questionnaire respondents.

Overall, workshop questionnaire respondents reported that the workshop stream had successfully addressed its intended objectives. Protected Area governance types around the world were thought to have been reviewed to a large extent by more than 55% of questionnaire respondents. Close to 25% felt that these had been completely reviewed (see Exhibit 6.29). The provision of insights and tools to improve Protected Areas governance was perceived as having been largely addressed by more than 46% of respondents, and some 22% thought that this objective had been completely achieved (see Exhibit 6.30). In similar proportions, the workshop was considered to have identified most of the relevant approaches to evaluating governance by close to half of the participants. Almost 17% perceived these as having been completely addressed (see Exhibit 6.31). Close to three-quarters of respondents indicated that the workshop had largely to completely addressed its objectives related to the presentation of useful governance typology (see Exhibit 6.32), to the development of useful materials for Protected Area professionals/practitioners (see Exhibit 6.33), and to the identification of essential avenues for community empowerment in conservation (see Exhibit 6.34). The identification of capacity-building measures related to governance was recognized as having been largely addressed by close to 44% of respondents. An additional 15% believed that this issue had been completely addressed (see Exhibit 6.35).

Exhibit 6.29 Review of Protected Area Governance Types

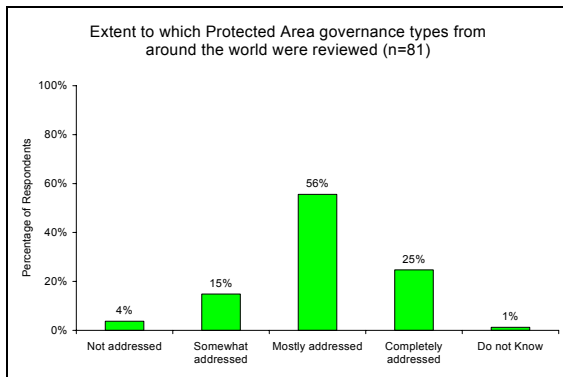


Exhibit 6.30 The Provision of Insights and Tools to Improve Protected Areas Governance

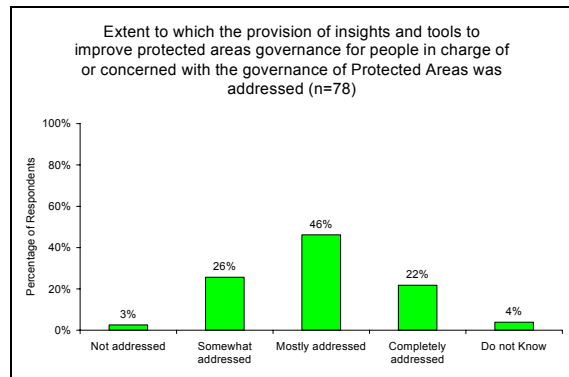


Exhibit 6.31 Approaches to Evaluating Governance

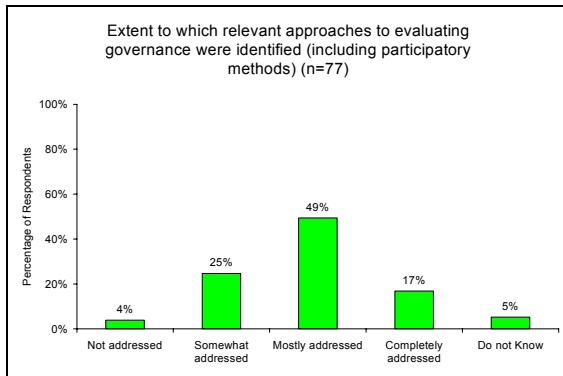


Exhibit 6.32 Presentation of a Governance Typology

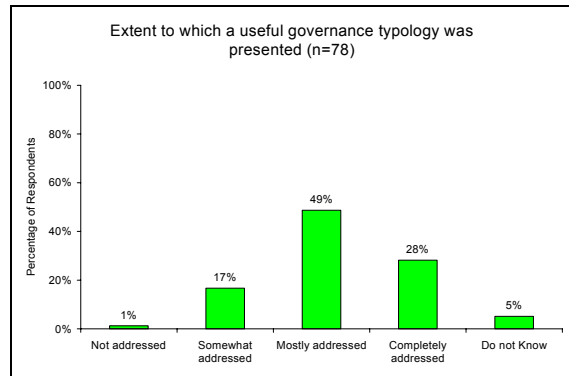


Exhibit 6.33 Development of Useful Materials

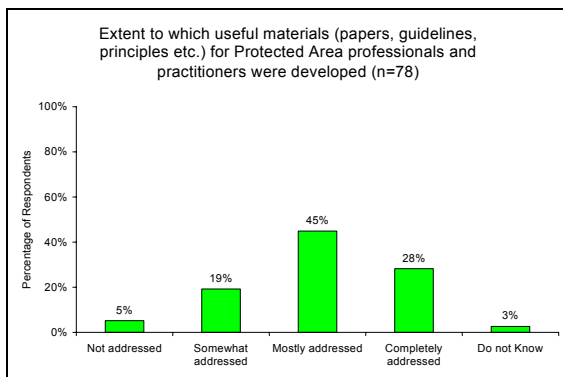


Exhibit 6.34 Identification of Improvements in Protected Area Governance

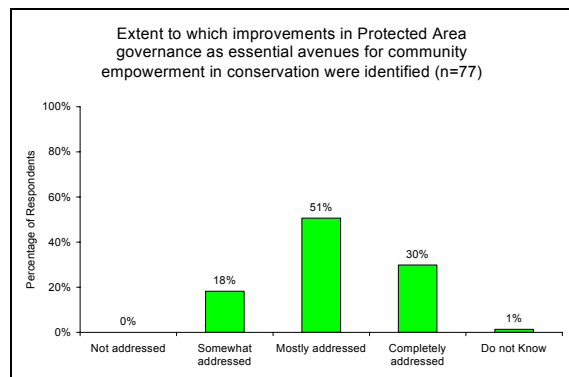
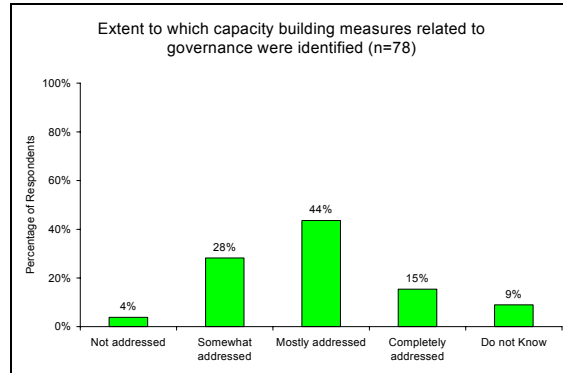


Exhibit 6.35 Identification of Capacity-Building Measures



6.3.2 Workshop III Cross-Cutting Themes

Finding 37: Issues related to the Marine cross-cutting theme were perceived by the majority of respondents as not being pertinent to the sessions they attended and for the responses that were noted, respondents were equally divided on whether or not issues were adequately addressed.

The majority of workshop questionnaire respondents identified the following marine issues as not pertinent to the sessions they attended. An equal number of respondents indicated that the issues were largely addressed or partially/incompletely addressed:

- Protecting marine biodiversity beyond national jurisdiction (see Exhibit 6.36)
- Integrated coastal management principles applicable to Marine Protected Areas governance (see Exhibit 6.37)
- The management and economic sustainability of Marine Protected Areas through partnerships with the tourism sector (see Exhibit 6.38)
- The creation of High Seas Protected Areas (see Exhibit 6.39).

Special governance challenges and opportunities of Marine Protected Areas represented the only cross-cutting issue that was perceived by the majority of respondents (50% or more) as being pertinent to the sessions attended. While close to 23% of respondents believed that this issue was either largely or thoroughly addressed, 29% thought that this was addressed to a more limited extent (see Exhibit 6.40).

Exhibit 6.36 Marine Biodiversity Protection

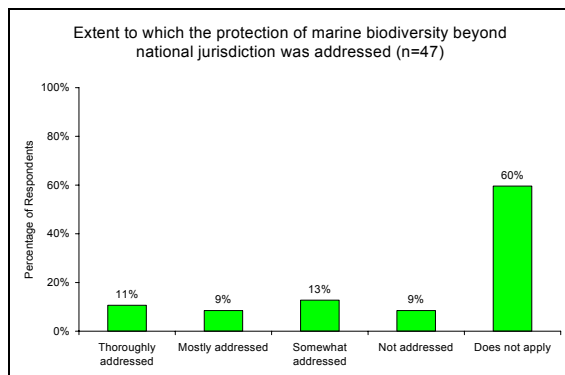


Exhibit 6.37 Integrated Coastal Management Principles

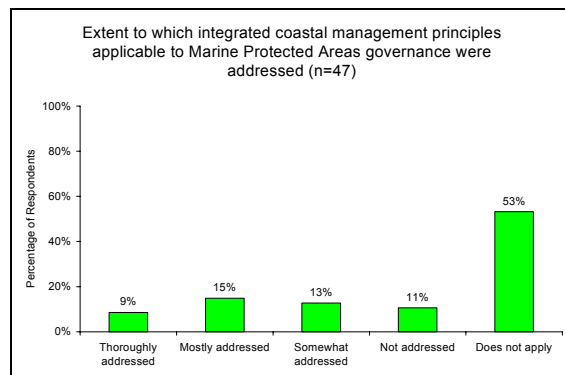


Exhibit 6.38 Management and Economic Sustainability of Marine Protected Areas

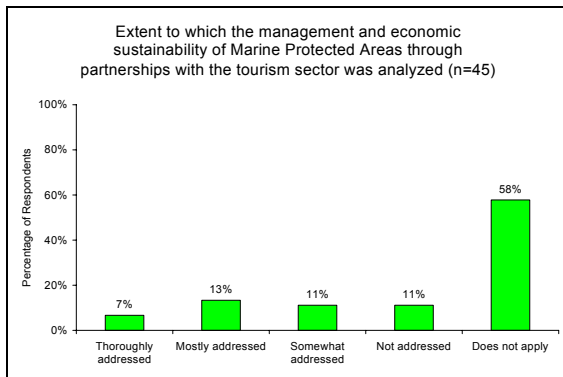


Exhibit 6.39 Creation of High Seas Protected Areas

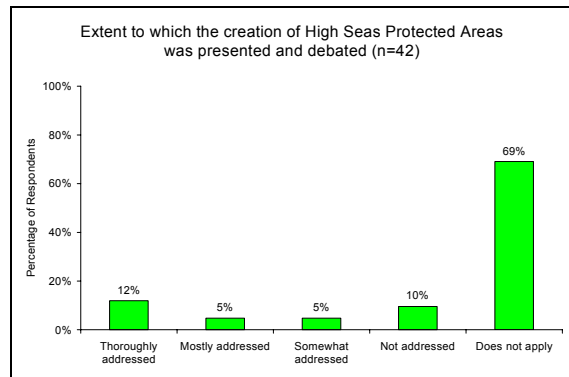
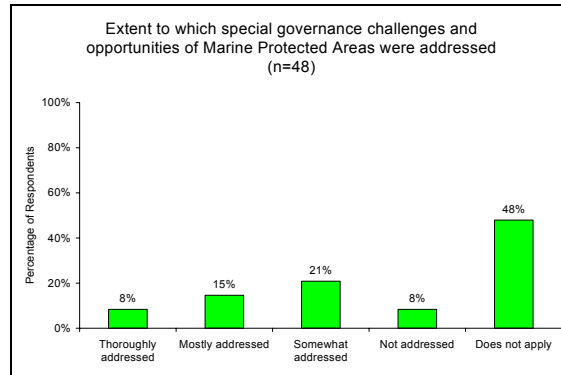


Exhibit 6.40 Governance Challenges and Opportunities of Marine Protected Areas



Finding 38: World Heritage issues were perceived as having been partially addressed.

World Heritage issues were not perceived as being pertinent to the sessions attended by more than 38% of all workshop questionnaire respondents. Fewer than 28% of respondents thought the special governance challenges and opportunities of internationally designated areas including World Heritage were addressed. Over 32% felt these issues had been somewhat or inadequately addressed (see Exhibit 6.41). With respect to the special governance challenges and opportunities of international environmental conventions, more than 36% perceived the coverage provided as adequate to a limited extent. Only 20% thought this issue to have been largely addressed (see Exhibit 6.42). Similar results were obtained with respect to the implications and impacts of global and/or regional governance: 36% felt this was only somewhat or not addressed, compared with 26% who thought this issue was largely to thoroughly addressed (see Exhibit 6.43).

Exhibit 6.41 Governance Challenges and Opportunities of World Heritage Areas

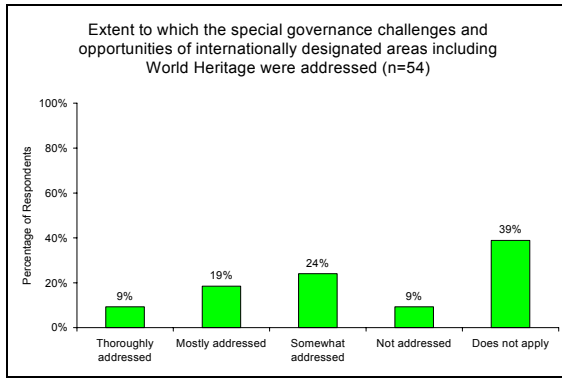


Exhibit 6.42 Governance Challenges and Opportunities in International Environmental Conventions

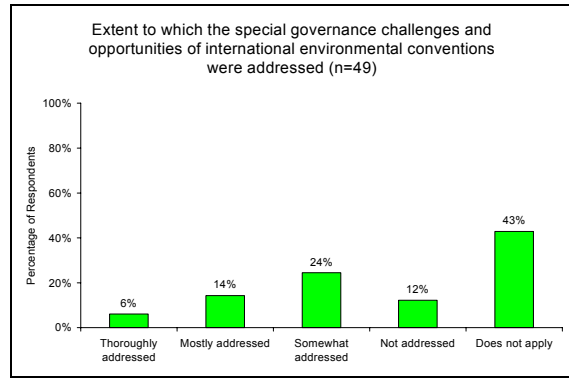
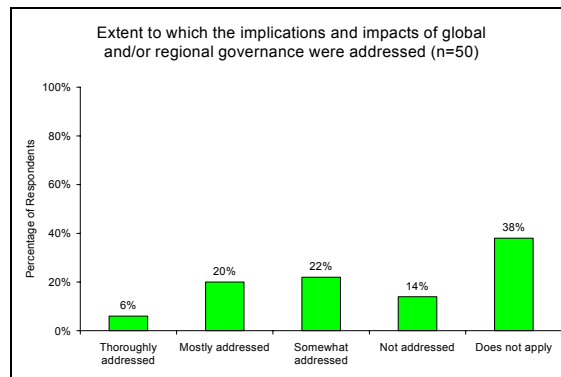


Exhibit 6.43 Implications and Impacts of Global / Regional Governance



Finding 39: Communities and Equity issues were perceived as having been mostly addressed.

More than 60% of workshop questionnaire respondents perceived that the workshop largely addressed lessons emerging from Protected Areas managed by or in partnership with indigenous peoples and/or local communities as well as the issues related to alternative governance approaches including co-management, decentralization and community conserved areas (see Exhibit 6.44 & Exhibit 6.45). With respect to participatory monitoring and evaluation of co-management in Protected Area governance however, responses were mixed. Equal numbers of respondents believe that this topic had been addressed in large part or only somewhat addressed (see Exhibit 6.46).

Exhibit 6.44 Indigenous Peoples and Local Community Management of Protected Areas

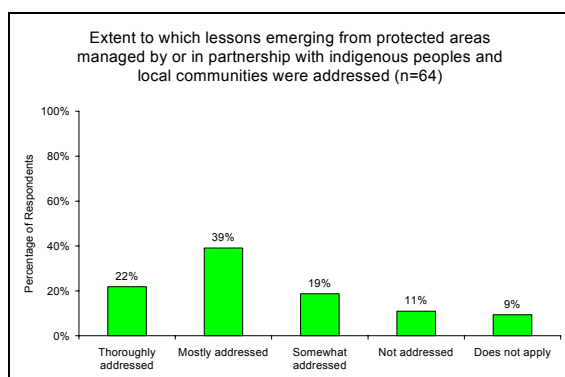


Exhibit 6.45 Alternative Governance Approaches

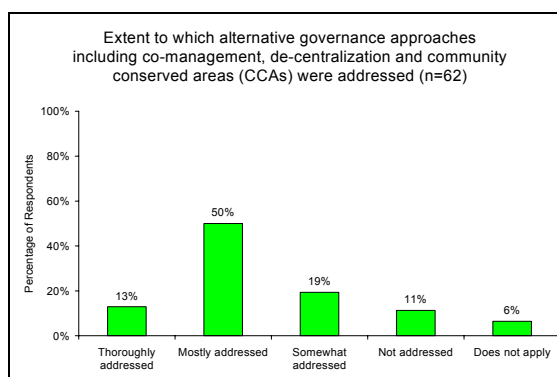
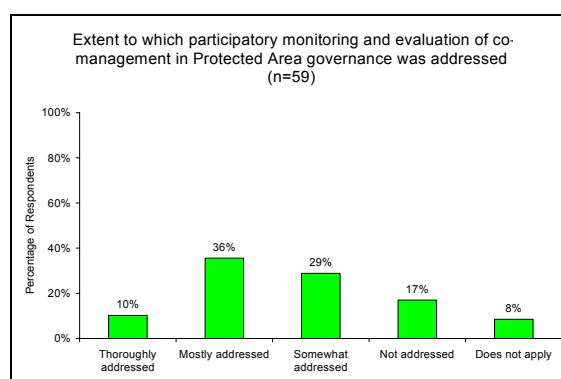


Exhibit 6.46 Participatory Monitoring and Evaluation



6.4 Workshop IV: Developing the Capacity to Manage Protected Areas

6.4.1 Workshop IV Objectives

Finding 40: The objectives of Workshop Stream IV, Developing the Capacity to Manage Protected Areas, were successfully addressed.

According to workshop questionnaire respondents, Workshop Stream IV was successful in meeting its stated objectives. The identification of critical capacities needed by Protected Area practitioners and stakeholders to manage Protected Areas in the face of global change, was deemed as having been largely addressed in the workshops by close to 54% of respondents and completely addressed by more than 16% (see Exhibit 6.47). Similarly, the identification of approaches, tools, methodologies and other resources that have been successful in developing capacity at various levels and in different regional and institutional contexts was perceived as having been addressed in large part by over 52% of respondents, while close to 15% thought that this had been completely achieved (see Exhibit 6.48). Lastly, the recommendation of a strategy and action plan for developing capacities was believed by more than 23% of respondents to have been thoroughly addressed. Another 44% thought this had been mostly achieved (see Exhibit 6.49).

Exhibit 6.47 Critical Capacity Needs in the Face of Global Change

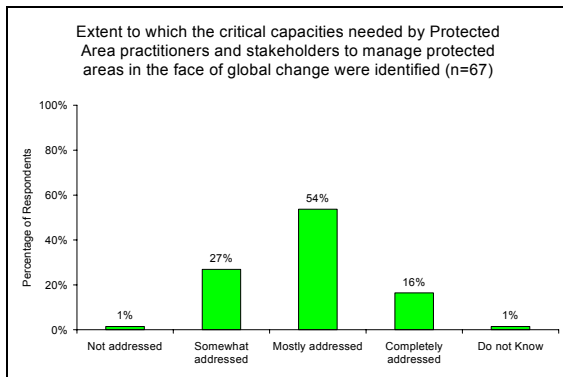


Exhibit 6.48 Approaches, Tools and Methodologies for Developing Capacities

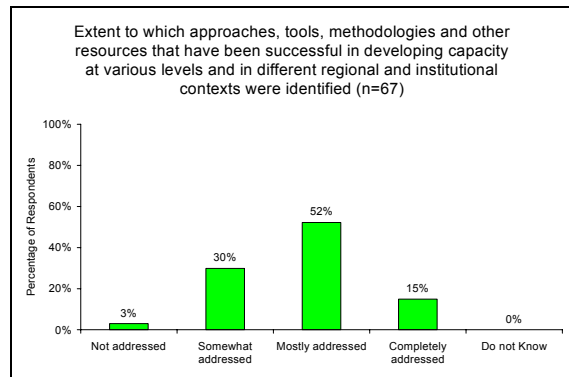
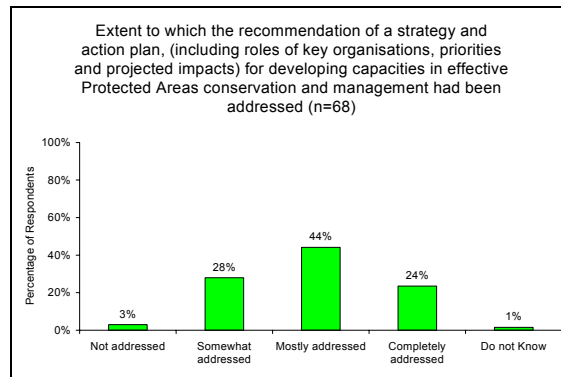


Exhibit 6.49 Strategy and Action Plan for Developing Capacities

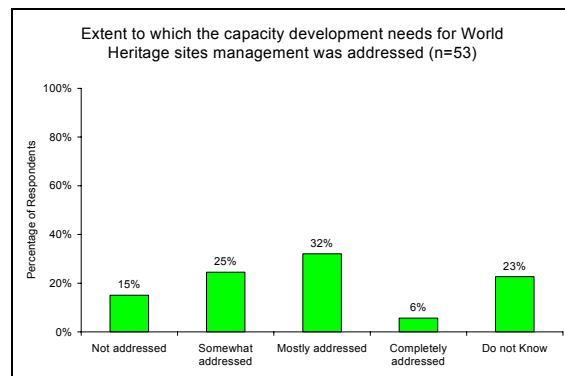


6.4.2 Workshop IV Cross-Cutting Themes

Finding 41: The capacity development needs for World Heritage site management was deemed as having been partially addressed.

When asked to rate the extent to which the capacity development needs for World Heritage sites management was addressed, workshop questionnaire respondents provided mixed, but cautious responses. While 32% agreed that this issue had largely been addressed, more than 24% indicated that this had been only somewhat addressed and 15% considered that this World Heritage issue had not been addressed. It should be noted that close to 23% felt that this issue did not apply to the sessions they attended (see Exhibit 6.50).

Exhibit 6.50 Capacity Development Needs of World Heritage Sites



Finding 42: Issues related to Communities and Equity were perceived as having been mostly addressed.

Responses to the workshop questionnaire suggest that respondents agreed that the workshop had addressed community and equity issues to some extent. Innovative community-based building approaches for Protected Area management were perceived as having been mostly addressed by 57% of respondents and somewhat addressed by 22% (see Exhibit 6.51). Similarly, indigenous and local community capacity building needs for Protected Area management were thought to have been addressed by half of respondents, while nearly one-quarter thought this had only been somewhat achieved (see Exhibit 6.52).

Exhibit 6.51 Innovative Community-Based Capacity Building Approaches

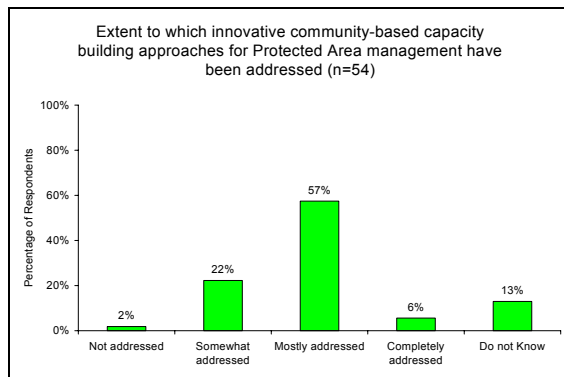
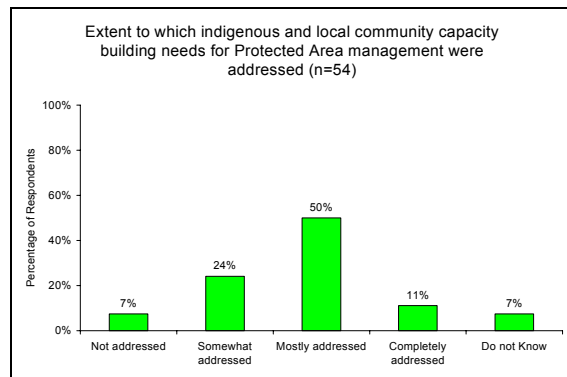


Exhibit 6.52 Indigenous and Local Community Capacity Building Needs



6.5 Workshop V: Evaluating Management Effectiveness

6.5.1 Workshop V Objectives

Finding 43: The objectives of Workshop Stream V on Evaluating Management Effectiveness were perceived as having been successfully addressed.

Results of the workshop questionnaire indicate that the workshop stream on management effectiveness was successful in addressing its main objectives. More than three-quarters of questionnaire respondents thought that the three following objectives had either been mostly or completely addressed:

- Identifying and reviewing lessons learned in conducting assessments of management effectiveness (see Exhibit 6.53)
- Identifying recommendations on management effectiveness for WCPA (see Exhibit 6.54)
- Identifying and reviewing current and developing issues relevant to management effectiveness evaluation (see Exhibit 6.55)

Similarly, though to a lesser extent, 68% of questionnaire respondents indicated that recommendations on management effectiveness for governments and agencies, NGOs and others involved in conservation were either mostly addressed (48%) or completely addressed (20%) (see Exhibit 6.56).

Exhibit 6.53 Lessons Learned in Conducting Assessments of Management Effectiveness

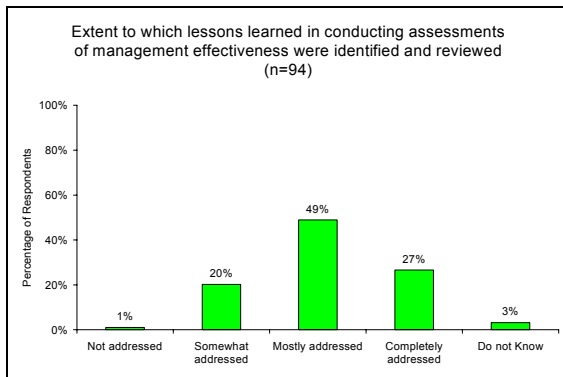


Exhibit 6.54 Recommendations on Management Effectiveness

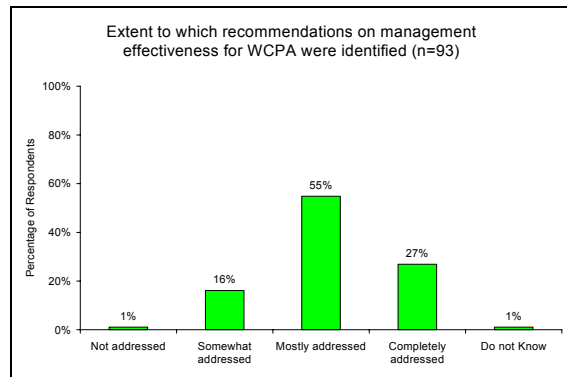


Exhibit 6.55 Current and Developing Issues Relevant to Management Effectiveness

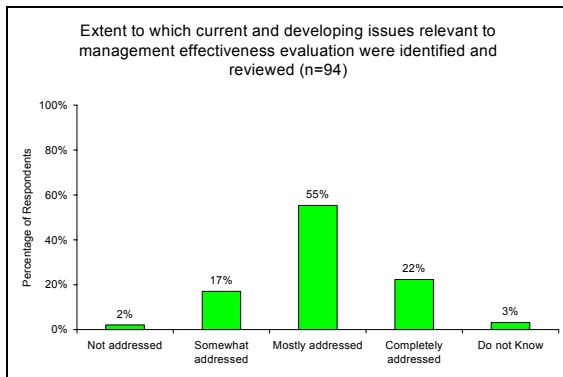
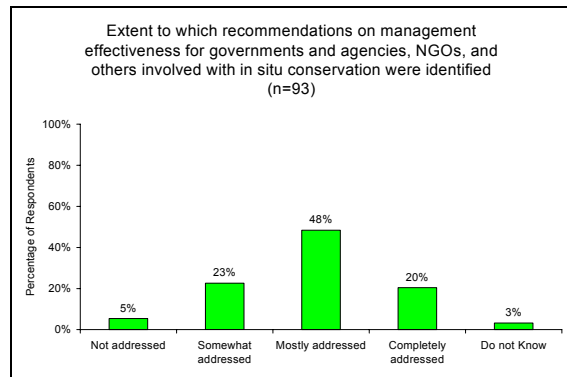


Exhibit 6.56 Management Effectiveness for Governments and Agencies, NGOs and Others



6.5.2 Workshop V Cross-Cutting Themes

Finding 44: Marine issues were perceived as having been addressed to some extent, despite the considerable number of questionnaire respondents who did not perceive the latter as being pertinent to the sessions they attended.

More than 35% of workshop questionnaire respondents indicated that the assessment of management effectiveness of Marine Protected Areas was either mostly or thoroughly addressed, compared to 27% who felt this issue was only somewhat or not addressed (see Exhibit 6.57). Similarly, lessons learned from capacity-building processes related to the assessment of management effectiveness were considered by close to 32% of respondents as having been addressed, and as not addressed or only to a limited extent by 25% of respondents (see Exhibit 6.58). With respect to lessons learned from field-testing of management effectiveness indicators, close to 25% of respondents felt this issue had been significantly addressed and 18% thought this was thoroughly addressed (compared to 16% who perceived this as having been somewhat addressed or not addressed at all) (see Exhibit 6.59).

Exhibit 6.57 Evaluating Management Effectiveness of Marine Protected Areas

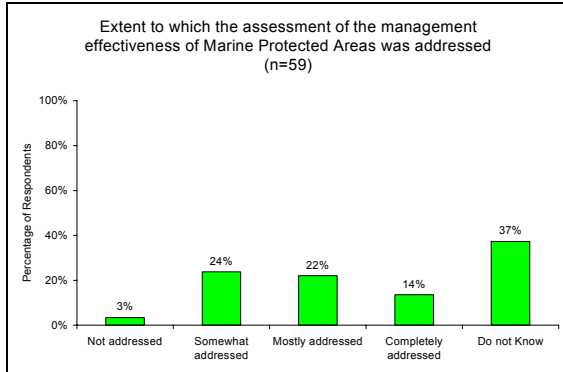


Exhibit 6.58 Lessons Learned from Capacity Building Processes

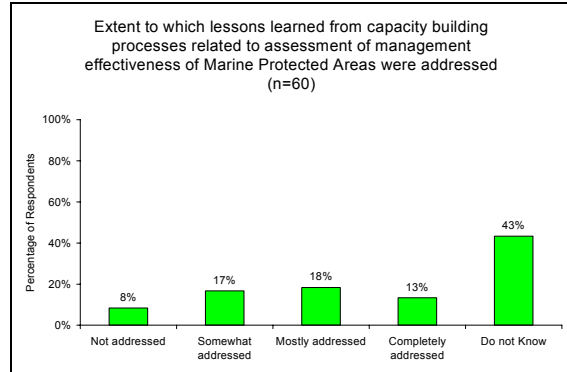
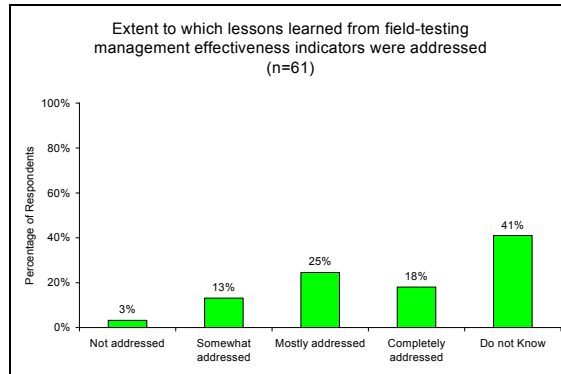


Exhibit 6.59 Field-Testing Management Effectiveness



Finding 45: World Heritage issues were perceived as having been addressed by the majority of questionnaire respondents.

Over half of the workshop questionnaire respondents indicated that issues related to World Heritage had been addressed during the workshop. When asked to rate the extent to which principles, methodologies and applications of management effectiveness evaluation in World Heritage sites had been addressed, over 34% felt this had been mostly achieved and 18% thought this had been thoroughly addressed (see Exhibit 6.60). Similarly, lessons learned from the assessment of management effectiveness of World Heritage sites was thought to have been largely addressed by over 34% of respondents and thoroughly treated by more than 21% (see Exhibit 6.61).

Exhibit 6.60 Principles, Methodologies and Applications of Management Effectiveness Evaluation

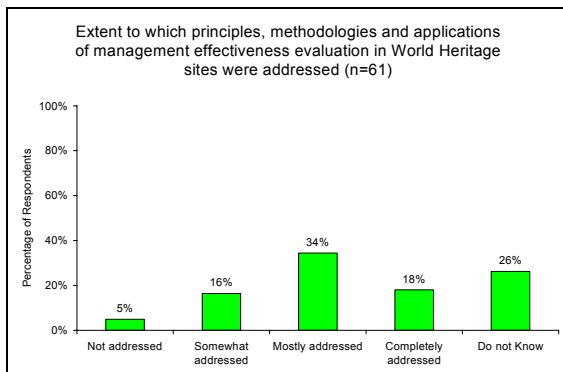
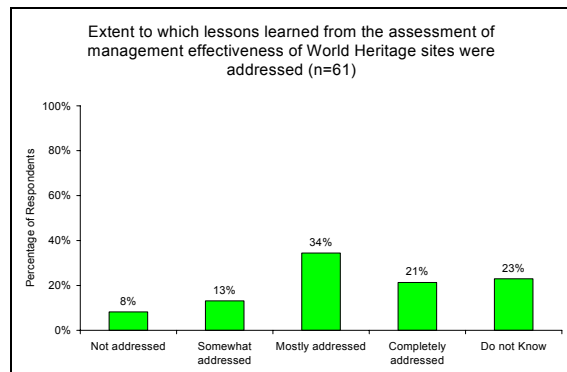


Exhibit 6.61 Evaluating Management Effectiveness of World Heritage Sites



Finding 46: Communities and Equity issues relevant to management effectiveness evaluation received mixed responses from questionnaire respondents. While some issues were deemed as having been mostly addressed, others received more cautious responses.

The needs of local communities as components of the evaluation of management effectiveness were deemed by more than 51% of participants as having been largely addressed, while 24% felt the issue was not pertinent to the sessions attended and 24% perceived this issue as having been somewhat addressed (see Exhibit 6.62). Alternatively, questionnaire responses to approaches regarding the sustainability of hunting in Protected Areas were equally shared amongst those who thought the issue was adequately addressed and those at the opposite end of the spectrum (see Exhibit 6.64). With respect to issues related to cultural and community indicators from the local/indigenous community viewpoint, most respondents (37%) felt that these had been generally addressed compared with 25% who thought these were only somewhat addressed or not addressed at all (see Exhibit 6.63).

Exhibit 6.62 Local Communities as Components of the Evaluation of Management Effectiveness

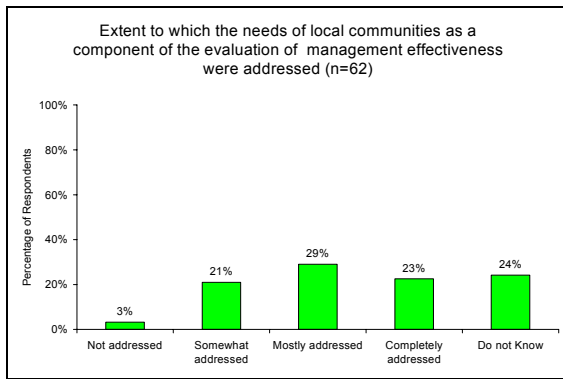


Exhibit 6.63 Cultural and Community Indicators

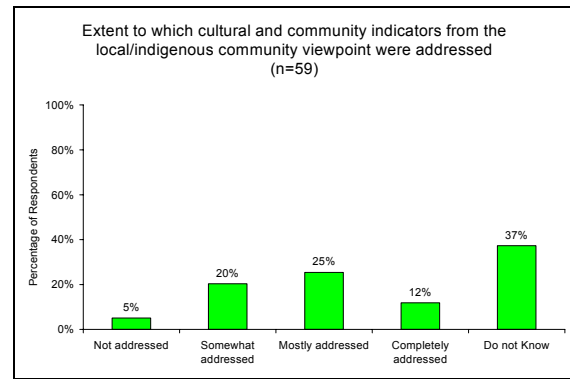
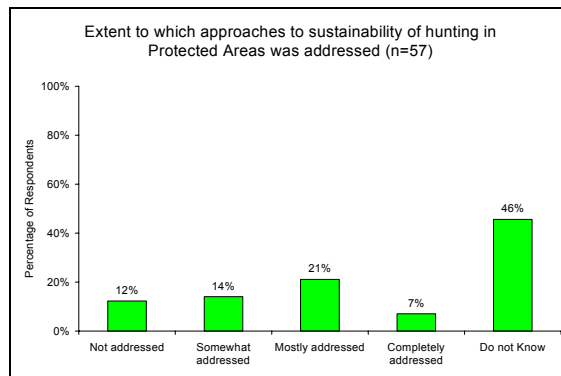


Exhibit 6.64 The Sustainability of Hunting in Protected Areas



6.6 Workshop VI: Building a Secure Financial Future

6.6.1 Workshop VI Objectives

Finding 47: While objectives for Workshop Stream VI, Building a Secure Financial Future, are perceived as having been adequately addressed overall, objectives relating to readily achievable and concrete Outputs were viewed as having been better addressed than those dealing with more abstract or hard to define issues.

Overall, questionnaire respondents perceived Workshop Stream VI objectives as having been addressed. Objectives focused on highlighting the challenges and opportunities of developing financial solutions for Protected Areas and Protected Area systems were noted as having been the most thoroughly addressed (see Exhibit 6.65 & Exhibit 6.66). Similarly, the development of a business-like approach to Protected Area management (a recurrent theme for this workshop stream) was perceived by close to three-quarters of respondents as having been adequately to thoroughly addressed (see Exhibit 6.67). The exploration of opportunities for securing new and additional funding through innovative alliances with donors, business and partner organizations was noted by almost 49% of respondents as having been largely addressed and by close to 22% as thoroughly addressed (see Exhibit 6.68).

More than 61% of respondents perceived the determination of values and benefits of Protected Areas that drive economic opportunities and sustainable use as either being adequately addressed or thoroughly addressed. Objectives related to highlighting the relevance of business best practice and the improved understanding of the policy and economic drivers that threaten Protected Areas received the lowest approval ratings in terms of the extent to which these were addressed (see Exhibit 6.69 & Exhibit 6.70).

Exhibit 6.65 Challenges of Developing Sustainable Financial Solutions

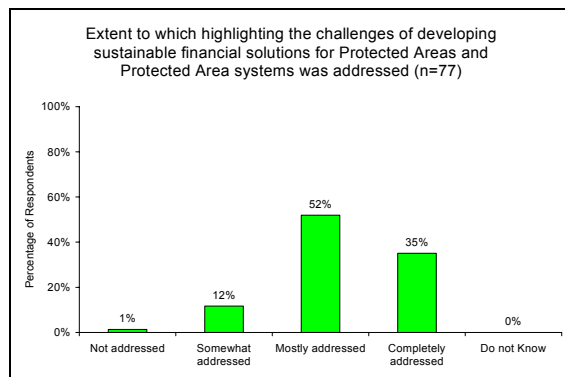


Exhibit 6.66 Opportunities of Developing Sustainable Financial Solutions

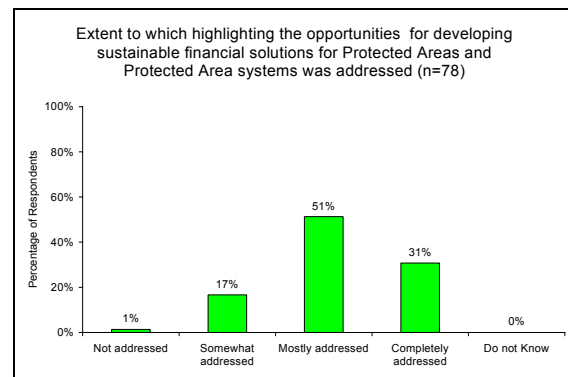


Exhibit 6.67 Developing a Business-Like Approach

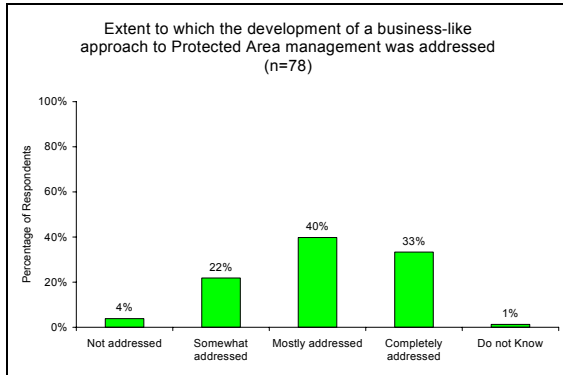


Exhibit 6.68 Securing New and Additional Funding



Exhibit 6.69 Business Best Practice

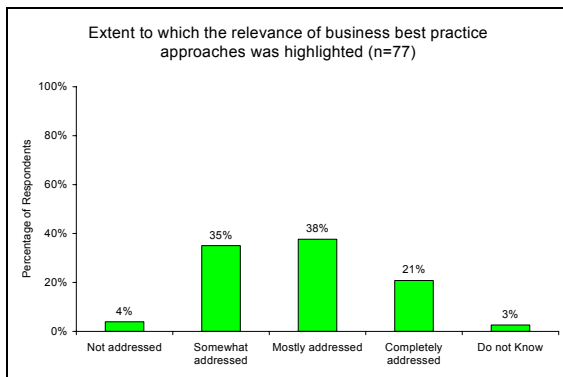
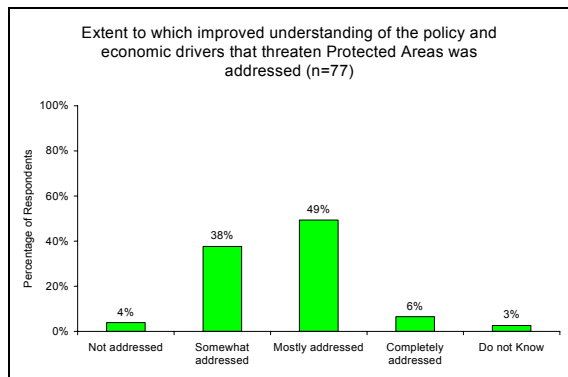


Exhibit 6.70 Policy and Economic Drivers



6.6.2 Workshop VI Cross-Cutting Themes

Finding 48: Issues relating to financing and managing Marine Protected Areas were perceived as being moderately addressed.

Tools, case studies and resource materials for designing sustainable financing mechanisms and management approaches for Marine Protected Areas were generally perceived by workshop questionnaire respondents as having been addressed to a limited extent. While more than 37% of respondents indicated that Marine issues were not dealt with in the sessions they attended, close to 34% of respondents thought that these were moderately addressed, and 25% perceived them as having been addressed to a significant extent. Nearly 4% thought that these issues had not been addressed at all.

Finding 49: While the use of World Heritage status to maximize effectiveness of sustainable financial strategies issues was perceived as having been somewhat addressed, the majority of responses indicate that this issue did not apply to the sessions attended.

Nearly 44% of workshop questionnaire respondents indicated that World Heritage issues did not apply to the sessions they attended. Of those who responded otherwise, over 32% indicated that the use of World Heritage status to maximize effectiveness of sustainable financial strategies had either not or only somewhat been addressed. Finally, nearly 24% of respondents felt that this issue had been significantly to thoroughly addressed.

Finding 50: Perceptions regarding the extent to which Communities and Equity issues had been addressed during the Workshop Stream VI were divided – with no clear consensus on its adequacy.

Workshop questionnaire responses indicate that for two of the communities and equity issues (innovative community-based Protected Areas financial initiatives and mechanisms for the sharing of Protected Area revenues with communities), roughly a third of respondents did not see how the latter related to the sessions they attended. Another third thought these issues had been mostly addressed and the remaining third felt that these issues had only somewhat been addressed if at all (see Exhibit 6.71 & Exhibit 6.72). Similarly, equity issues in Protected Area funding were seen by 32% of respondents as not being pertinent to the sessions attended, but fewer than 27% thought these had been mostly addressed compared to over 41% who felt these issues had been addressed to a more limited extent (see Exhibit 6.73). With respect to the mechanisms for the sustainable financing of Protected Areas through commercial tourism, more than half of respondents perceived this issue as having been largely to thoroughly treated. Fewer than one-quarter thought this was only partially addressed (see Exhibit 6.74).

Exhibit 6.71 Innovative Community-Based Initiatives

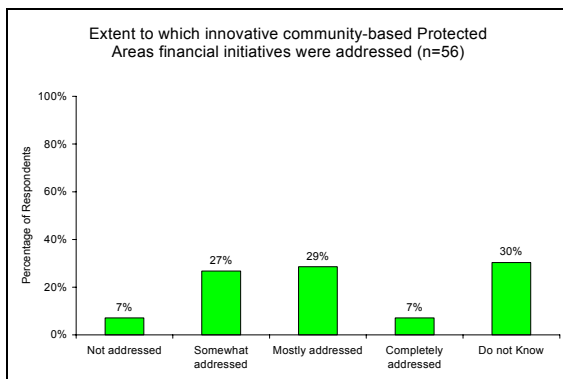


Exhibit 6.72 Mechanisms for Sharing Revenues

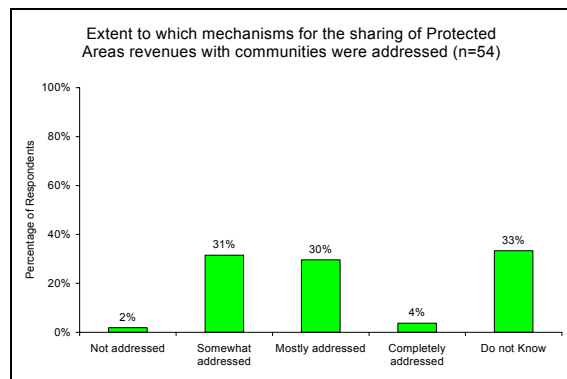


Exhibit 6.73 Equity in Protected Area Funding

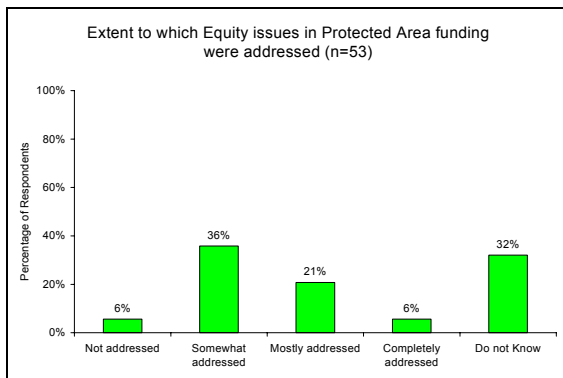
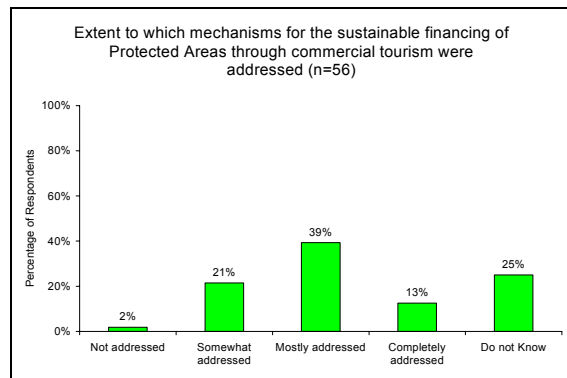


Exhibit 6.74 Sustainable Financing Through Tourism



6.7 Workshop VII: Building Comprehensive Protected Areas Systems

6.7.1 Workshop VII Objectives

Finding 51: While objectives for Workshop Stream VII, Building Comprehensive Protected Areas Systems, were mostly addressed, awareness-raising and issue identification were deemed as having been more successful than objectives having to do with the use and application of relevant issues such as managing or developing comprehensive Protected Areas systems.

Workshop objectives related to the presentation or identification of key issues were deemed by questionnaire respondents as having been better addressed overall than those dealing with use and application such as managing or developing comprehensive Protected Areas systems. Consequently, workshop objectives designed to create awareness for the need to identify gaps in Protected Areas systems and for identifying the requirements for establishing comprehensive Protected Areas systems were both perceived by more than three-quarters of respondents as being largely or completely addressed (see Exhibit 6.75 & Exhibit 6.76). However, when respondents were asked to rate the extent to which the workshop was successful in developing an understanding of procedures and criteria to manage Protected Areas with adequate connectivity, 40% of respondents felt that the objective had been partly true, 33% thought this was mostly true and only 20% perceived this as being completely achieved (see Exhibit 6.77). Similar responses were obtained for the objective on proposing methods to develop “bioregional” programmes in landscapes surrounding Protected Areas (see Exhibit 6.78).

Exhibit 6.75 Awareness of Gaps in the Protected Areas Systems

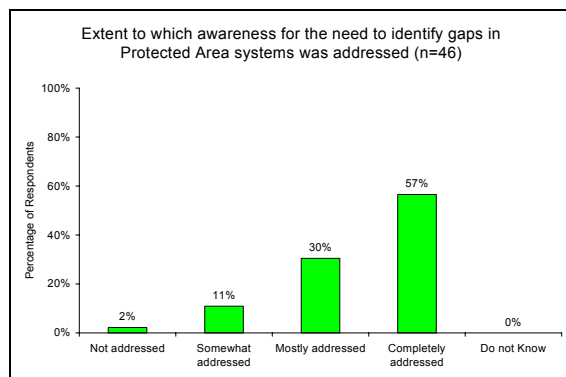


Exhibit 6.76 Requirements for Establishing Comprehensive Protected Areas System

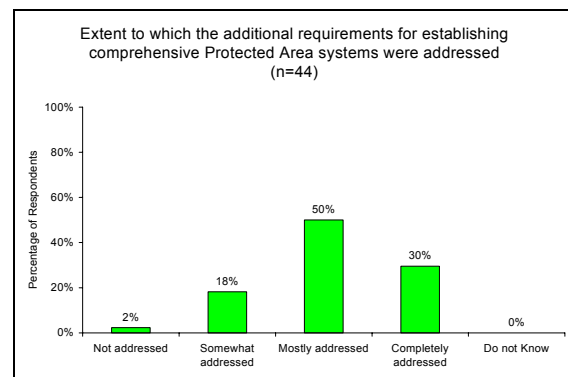


Exhibit 6.77 Procedures and Criteria to Manage Connected Protected Areas

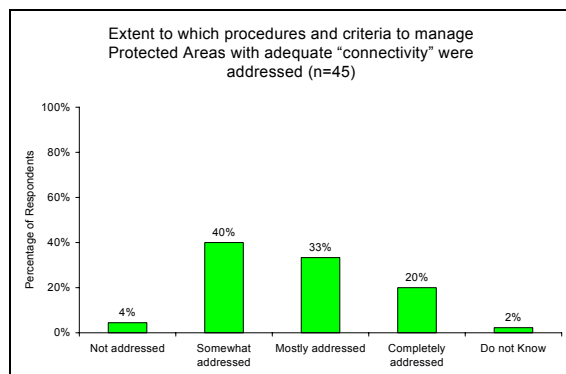
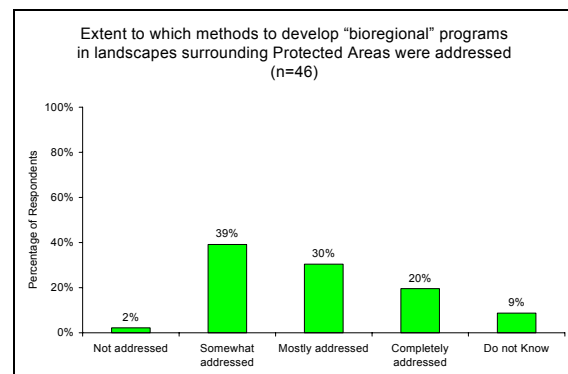


Exhibit 6.78 Methods to Develop "Bioregional" Programs



6.7.2 Workshop VII Cross-Cutting Themes

Finding 52: Marine issues relative to building Protected Areas systems were perceived as having been addressed to some extent, despite considerable number of questionnaire respondents who did not perceive the latter as being pertinent to the sessions they attended.

While a relatively high proportion of respondents indicated that Marine issues were not pertinent to the sessions they attended, overall results suggest that relevant issues were nevertheless addressed for the most part. The methods of building resilience into coral reef management practices were perceived as having been mostly or completely addressed by 40% of respondents and as not being applicable to the sessions attended in close to 47% of responses (see Exhibit 6.79). Similar results were obtained regarding the guideline/tool kit for application of resilience principle to Marine Protected Areas and network design as well as the issue of adapting Marine Protected Areas designations to the effects of climate change (see Exhibit 6.80 & Exhibit 6.81).

Exhibit 6.79 Building Resilience in Coral Reef Management

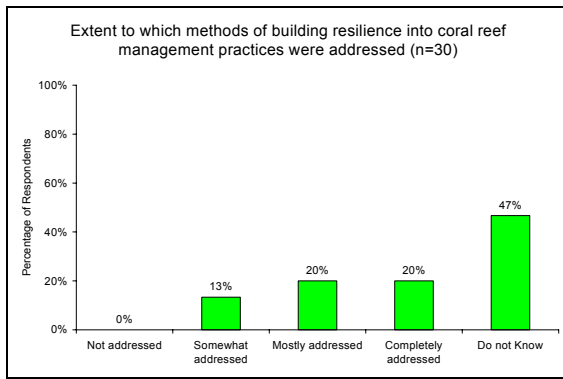


Exhibit 6.80 Guideline/Tool Kit for Application of Resilience in Marine Protected Areas

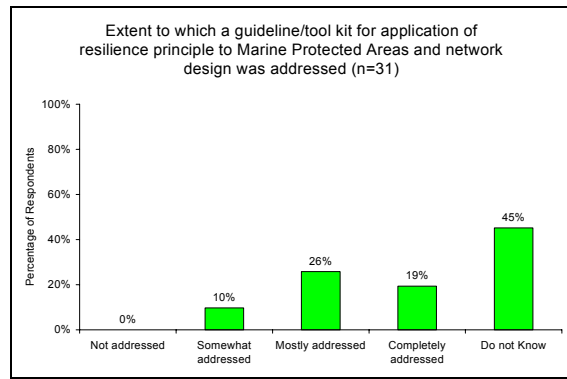
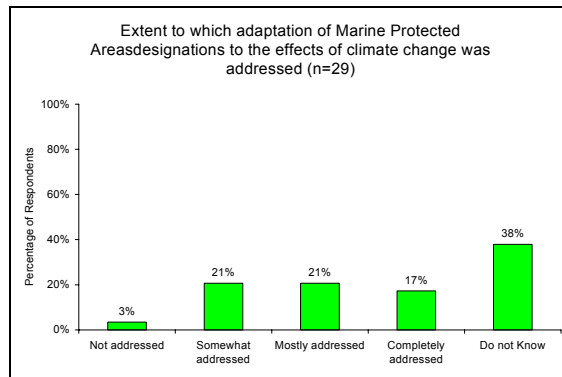


Exhibit 6.81 Effects of Climate Change



Finding 53: Awareness of the need for transboundary Protected Areas using the World Heritage Convention as a tool for international cooperation was noted as being well addressed by those who felt the issue was pertinent to the sessions they attended.

While close to 39% of questionnaire respondents indicated that issues relevant to the need for transboundary Protected Areas using the World Heritage Convention were not pertinent to the sessions they attended, 40% of respondents also noted that this issue had been largely to completely addressed.

Finding 54: Workshop questionnaire respondents were equally divided on the extent to which Communities and Equity issues were addressed or even applicable to the sessions they attended.

A third of questionnaire respondents viewed issues related to communities and equity as not applicable to the sessions they attended with the remaining responses equally divided between those who felt that the issues were mostly addressed and those that believe that the latter were only marginally addressed (see Exhibit 6.82, Exhibit 6.83, & Exhibit 6.84).

Exhibit 6.82 Role of Community Conserved Areas

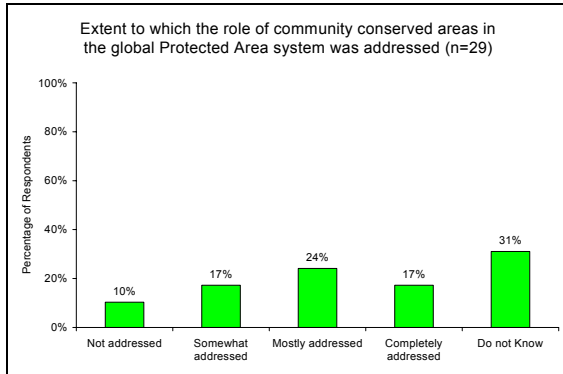


Exhibit 6.83 Community Lands and Resources in Bioregional Corridors

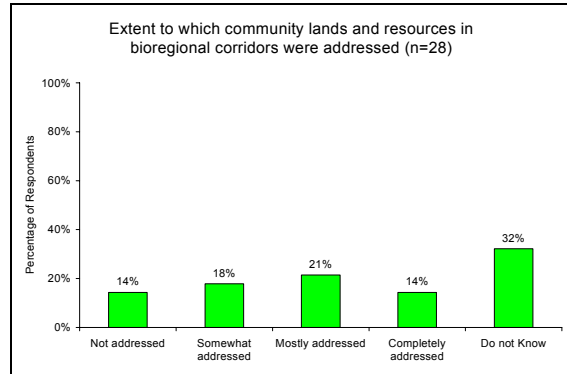
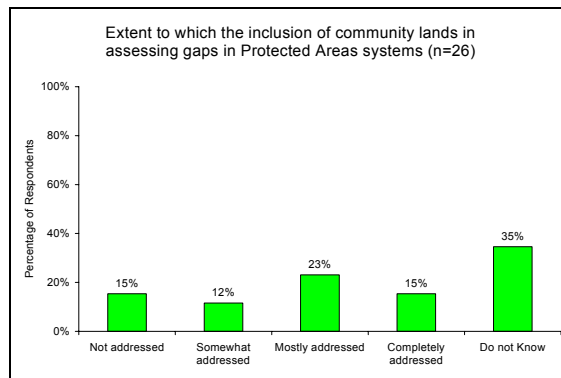


Exhibit 6.84 Community Lands in Assessing Gaps in Protected Areas Systems



6.7.3 Workshop VII Outputs

Finding 55: The majority of workshop stream Outputs were achieved.

In the outline of the objectives for the workshop stream on building comprehensive Protected Area systems, workshop organizers proposed a series of 11 Outputs as key targets to be achieved. Of the 11 listed Outputs, 58% to 64% of workshop questionnaire respondents thought that seven of the Outputs had been mostly to thoroughly achieved while another two Outputs were perceived by almost three-quarters of respondents as having been largely achieved.

The most unfavourable results were obtained for the Output relating to a “consensus on achieving coverage and ensuring representation,” which was perceived by more than 53% of respondents as having been achieved only to a limited extent. Responses on the “feasibility and costs for enhancing the global coverage” were mixed: 36% of respondents indicated that the Output had been achieved to a limited extent, 39% suggested that it had mostly been achieved, and close to one-quarter said they did not know the extent to which it was achieved.

7. Short Courses

Finding 56: Overall, short courses were perceived as being well organized, relevant to the work of participants and effective in increasing participant knowledge and skills in the related subject matter.

The majority of short-course participants observed that the course they attended was successful in providing clear objectives. Courses were perceived as being well organized, interesting and relevant to the work of participants, easy to understand and effective in increasing participant knowledge and skills on the course subject. Course instructors, for the most part, strongly stimulated participant interest in the studied subject matter and contributed to individual learning.

Usefulness of Short Courses

“I wish we could have done more courses throughout the Congress, such as evening courses after the sessions.”

“Wishful thinking - if we could only avail of more short courses like this! It would make a lot of difference in what we're doing on the ground.”

“The most useful and interesting day for me since the beginning of the Congress (too short unfortunately). I would have liked to have courses during the whole Congress to be able to follow some others really interesting courses proposed.”

“In the future, such a course needs to be offered at intervals during the period of the Congress.”

Areas for improvement: the general perception was that there was a lack of pre-course information to adequately prepare participants and that course materials were mostly absent or simply insufficient. With respect to the course venue, participant responses were mixed. Some agreed that course room was appropriate for the course delivery. Others disagreed.

Short Course Materials

“Pre-course material should be provided.”

“Lack of support materials (hand-outs).”

“Could be very useful to have hard copies of the presentations and the relevant bibliography cited and on PDF too.”

“All presentations were very interesting, so there should have been a manual as handout that the participant should have in hand because: 1. There were some of the explanations missed while listening and taking notes. 2. That will help the participants to better understand the use of the software when they run into problems.”

8. Efficiency Issues

This section focuses on efficiency issues as related to the overall design, organization, management and delivery of the World Parks Congress, drawing on the views of participant questionnaires and interviews, senior manager and donor interviews and the staff feedback process undertaken following the Congress.

8.1 Organization

Finding 57: While the World Parks Congress was generally perceived as having been well organized, areas for improvement most cited were the registration process, the on site logistical information needs of participants and the quality of the rooms available for workshop breakout sessions.

The World Parks Congress was noted by questionnaire and interview respondents as having been well organized. When questionnaire respondents were asked the extent to which they agreed that the WPC was well organized, 43% reported that they tended to agree while an additional 39% indicated that they strongly agreed with the statement (see Exhibit 8.1). Similarly, 42% of interview respondents reported that the WPC had been well organized while 54% thought that it was adequate, but needed some improvements (see Exhibit 8.2). Interestingly, while many donors interviewed indicated the need for improvements in organization, almost half the donors recognized the difficulty in organizing an event of the size of the WPC and went on to comment that all went fairly well considering the size of the Congress and that the problems and issues were predictable for an event of that size.

Exhibit 8.1 Overall Organization of the WPC (Questionnaire Respondents)

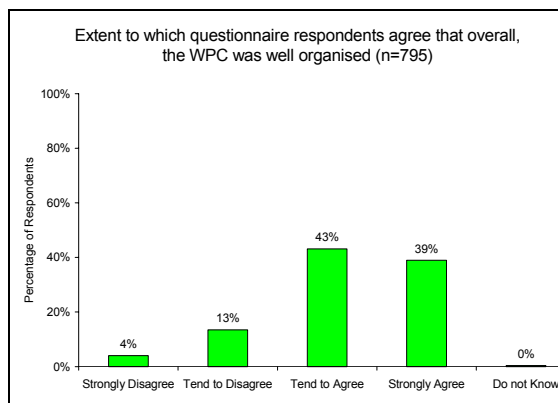
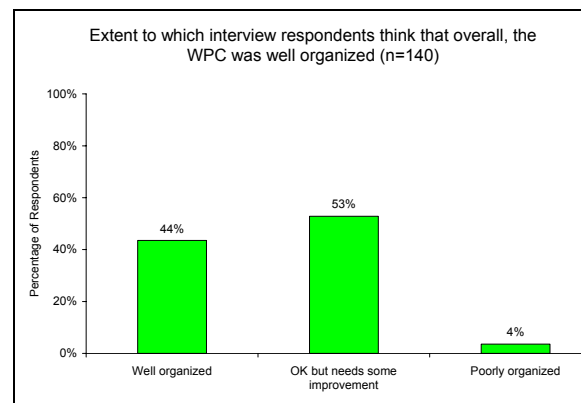


Exhibit 8.2 Overall Organization of the WPC (Interview Respondents)



For the most part, the majority of questionnaire respondents strongly indicated that the facilities used to host the WPC were suitable (see Exhibit 8.3), the shuttle bus service was convenient to use (see Exhibit 8.4) and on-site personnel (WPC guides and other staff) were knowledgeable, helpful and courteous (see Exhibit 8.5). However, despite this positive feedback, donors as well as interview and questionnaire respondents indicated that the WPC suffered from the poor quality of the rooms assigned for workshops (especially the breakout rooms). Some also noted that the room temperature in the facilities was too cold and that the menu selection on site was rather limited. While the shuttle service was deemed as being convenient, some concerns were noted with respect to its limited service, particularly in the evening. This was compounded by the considerable security concerns that were raised by many interview and questionnaire respondents alike.

To a lesser extent, questionnaire respondents reported that access to communication technology (email, phone and fax), the adequacy of workspaces or areas for small group meetings and the identification / location of WPC facilities (for symposia, plenaries and exhibits) were for the most part satisfactory (see Exhibit 8.6, Exhibit 8.7 & Exhibit 8.8). However, some difficulties were noted by donors and interview/questionnaire respondents regarding the lack of logistical information on the scheduling of events, workshops and breakout sessions and for networking purposes. Moreover, respondents also indicated that the cost of email use was high and that the surface mail service was generally poor.

“Bus service not available after evening sessions; small groups meeting rooms were disastrous.”

“The unsafe crime environment of Durban was a major drawback.”

“Break-out facilities were very variable, hard to locate, some unacceptably noisy.”

“Facilities for workshops were totally unsatisfactory: noise from nearby sessions and background noise made it impossible to hear and discuss.”

“To bring people from around the world – at considerable financial and institutional cost – and not provide facilities conducive to presentation, interaction, and discussion is unacceptable and irresponsible.”

“Rooms for workshops and audio-visual facilities were extremely bad and unacceptable for an international Congress of this value.”

“Staff were excellent – all remained very friendly and happy despite the enormous strain.”

Exhibit 8.3 Suitability of the WPC Facilities

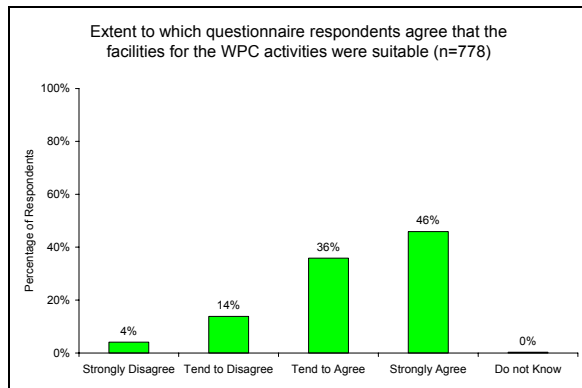


Exhibit 8.4 Convenience of the Shuttle Bus Service

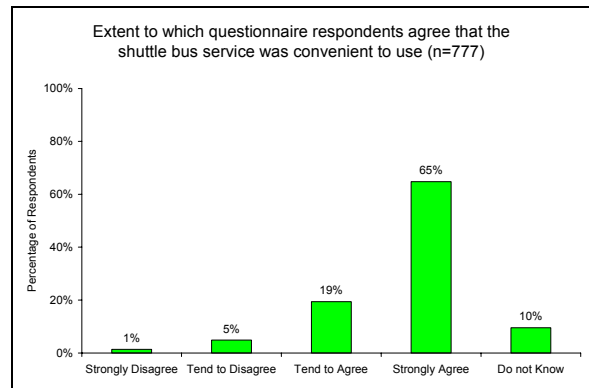


Exhibit 8.5 Professionalism of On-Site Personnel

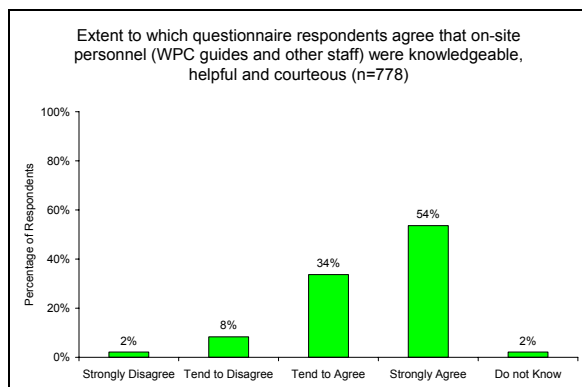


Exhibit 8.6 Access to Communication Technology

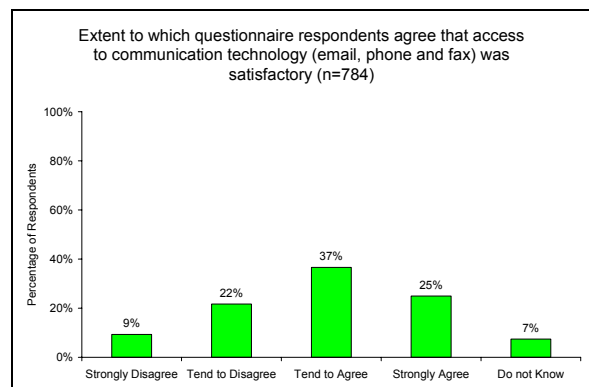


Exhibit 8.7 Adequacy of Work Spaces for Small Group Meetings

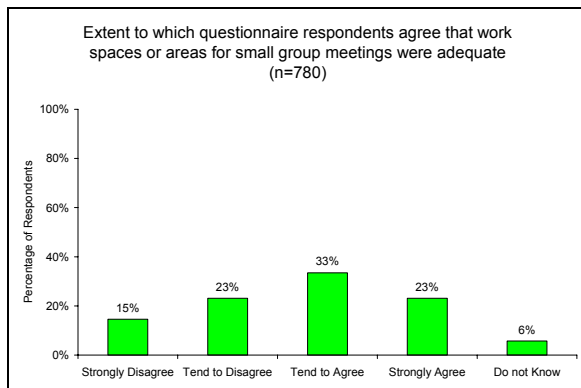
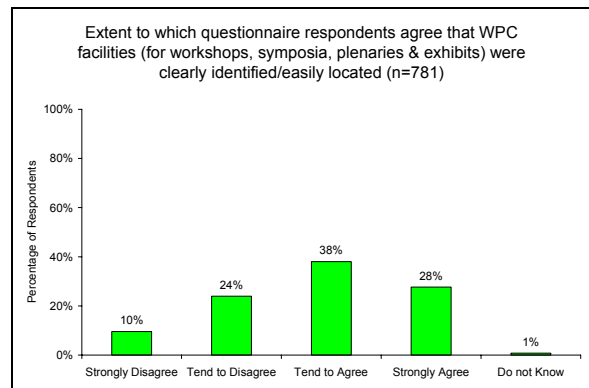
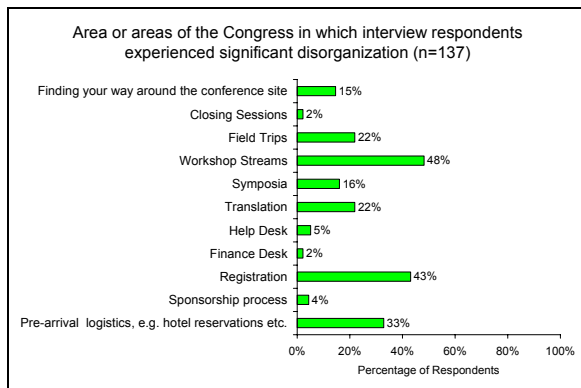


Exhibit 8.8 Identification and Location of WPC Facilities



In terms of the participant accommodations, more than 84% of questionnaire respondents agreed or strongly agreed that their accommodations were conveniently located (access to restaurants, Congress facilities, etc.) while 63% of interview respondents indicated the location of the Congress Centre with respect to hotels and restaurants was convenient, and an additional 26% thought that it was acceptable. Nevertheless, close to a third of interview respondents reported having some difficulties with their pre-arrival logistics, most of which concerned hotel reservations that were either cancelled or changed without notification (see Exhibit 8.9).

Exhibit 8.9 Areas of Disorganization



Lastly, interview and questionnaire respondents as well as donors observed that the WPC organization suffered mostly in terms of its registration process. This process experienced substantial difficulties while trying to get set-up in time for the start of the Congress and workshop streams. There were too many concurrent sessions, many held in non sound proof cubicles (see Exhibit 8.9). The inadequacy of translation was noted by interview respondents (see Exhibit 8.9) and in the comments of questionnaire respondents, most of whom were non-English speaking.

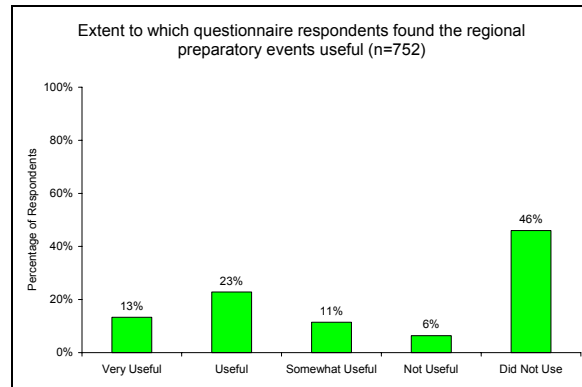
8.2 WPC Preparation

Finding 58: While preparatory events at the regional level are perceived as being useful, the majority of Congress participants did not have the opportunity to attend regional meetings or were unaware that such events were taking place.

When questionnaire respondents were asked to rate the usefulness of regional preparatory events, 36% of respondents observed that these had been useful to very useful (compared to fewer than 18% who found these either not useful or only somewhat useful). Some 45% noted that they had not used this medium (see Exhibit 8.10). In short, there seems to have been few regions where such meetings were held or, alternatively, there was a lack of communication on the event.

Nevertheless, both evaluation respondents and senior managers highlighted the need for smaller pre-Congress activities such as regional events. The single most common recommendation made by interview respondents on how the WPC could be improved (in terms of its Outputs, review of lessons learned and setting of a future Agenda for Protected Areas, and results) show that regional Congresses or meetings are considered the most likely beneficial mechanism. Similarly, senior managers observed that reviewing past experiences and lessons learned would best be accomplished through smaller venues and regional meetings in order to produce more systematic analyses from national and regional level up to the Congress global level.

Exhibit 8.10 Regional Preparatory Events



Finding 59: While the WPC Website received a considerable number of visitors and was largely perceived as having been useful to some extent, interview and questionnaire comments suggest that the design of the site made navigating and finding information difficult.

User statistics indicate the importance participants and others interested in the WPC attached to being able to access Congress-related information on the Web. With respect to Congress participants specifically, the WPC website was reportedly found useful by 37% of questionnaire respondents and as being very useful by 19% of respondents. While these results support the relevance and need for a website devoted to the Congress event, interview respondents noted that the site was not as user-friendly as it could have been, finding it somewhat difficult to navigate or find the desired information (see Exhibit 8.11).

Website User Statistics

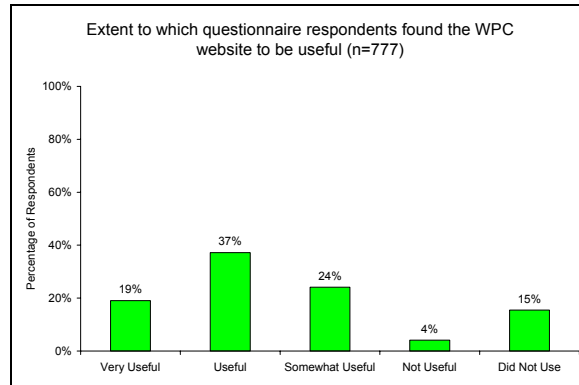
There were nearly one million page hits (988,600) and 380,000 individual visitors:

- Document downloads totalled almost 380,000 (379,357)
- The average visit length was 12 minutes
- The website had 38,000 visits and 98,000 hits per month on average.

Other Statistics:

- Around 600 html pages are on the website
- The WPC website has 88,000 links to other websites
- Around 4,400 documents (pictures, pdfs, word, etc) are now on the WPC website
- "World Parks Congress" has more than 250,000 links on Google and 151,000 on Altavista
- Around 150 press clippings on the WPC are posted on the WPC website.

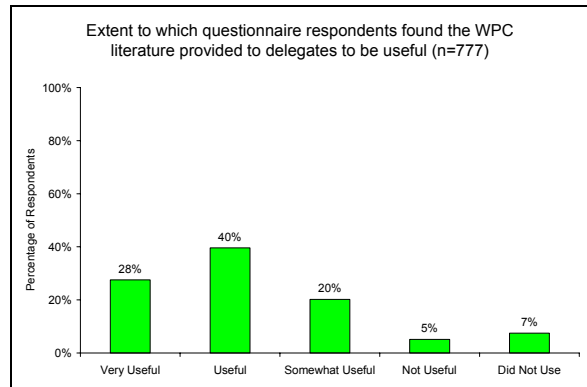
Exhibit 8.11 WPC Website



Finding 60: The WPC literature provided to delegates was perceived as being useful.

The WPC literature that was provided was viewed favourably by more than two-thirds of the Congress delegates (see Exhibit 8.12). In this regard, respondents were particularly pleased by the wide array of publications that were made available at the Congress. The one major complaint that was made by interview respondents on this subject related to the fact that the Programme Guide provided in the delegates bags was too small to be easily read, and that programme changes made it inaccurate. The comments noted in this regard suggest that delegates could have better planned their participation at the Congress had they been better informed earlier on what, where and when events and workshops (breakout sessions) were to take place.

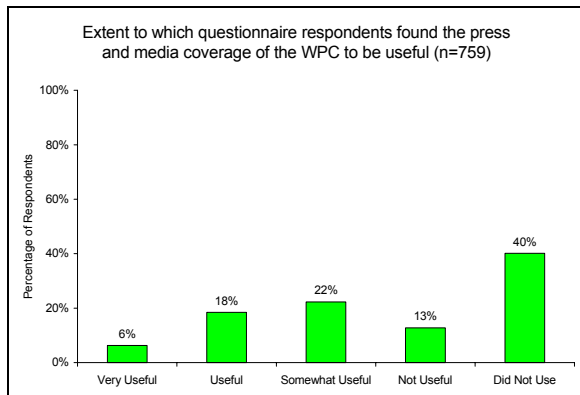
Exhibit 8.12 WPC Literature



Finding 61: The majority of participants did not use media or press coverage of the Congress to inform themselves about the Congress.

Forty percent of respondents indicated that they had not used press and media resources, while more than a third observed that this had either not been useful or that it was useful to a limited extent only (see Exhibit 8.13).

Exhibit 8.13 Press and Media Coverage



8.3 Staff Feedback on WPC Efficiency

This section contains a summary of findings on the organizational efficiency of the WPC based on feedback from approximately 150 IUCN staff who worked at the World Parks Congress on one or more operational teams implementing the Congress.

The key points from the staff responses have been summarized in this section. A complete record of detailed staff feedback and recommendations for operational improvements is presented in the report on Staff Feedback on the Management and Operational Aspects of the WPC, which has been prepared for IUCN staff and senior management for use in making operational improvements for the Bangkok Congress.

8.3.1 Strategic Leadership and Management of the Congress

Finding 62: Congress management and leadership were notably effective in fostering teamwork, demonstrating adaptive crisis management, maintaining a positive environment and securing adequate funds to support the delivery of the Congress.

Finding 63: Senior management control over the purpose, content and quality of workshops and plenaries was inadequately exercised.

Finding 64: An overly complex Congress design and Agenda combined with poor on-site information and a lack of coordination between the different parts of the Congress constrained time for discussion and debate within sessions as well as opportunities for informal meetings and/or networking between sessions.

Finding 65: Donors were not strategically involved in the planning and implementation of the Congress.

Finding 66: The technical profile of IUCN in many sessions was low.

Finding 67: Regional involvement in the lead-up to the Congress was perceived as being inadequate.

Finding 68: The Host Country Agreement was signed too late in the process to ensure adequate clarity of roles and responsibilities and accountability throughout the delivery of the Congress.

Adequate funding, effective teamwork and backup, adaptive crisis management and the ability to maintain a positive spirit were highlighted by staff as some of the major positive aspects of the Congress management and leadership.

Considerably more feedback was received from staff on aspects of management and leadership of the Congress that did not work as well. These included – poor design of the event, resulting in an overly complex ‘over-programmed’ Agenda, which was difficult to manage; not enough time for informal meetings; the low profile of WCPA leadership relative to IUCN senior management; the lack of an IUCN technical profile in many of the sessions; lack of management control of the workshop streams, plenaries and symposia, resulting in mixed quality of presentations, discussions and Outputs; poor coordination between the various parts of the Congress and between senior management and the rest of staff; the lack of a clear strategy to strategically engage donors; and the unbalanced involvement and inputs of regions.

In addition the late signing of the Host Country agreement between IUCN and the Government of South Africa resulted in lack of clarity of roles and responsibilities and expectations, and lack of accountability in delivering the elements of the Congress as planned.

Suggestions for improvements in management and leadership included:

- Exercise greater control over the purpose, content and quality of workshops and plenaries;
- Simplify the agenda to allow adequate time for discussion and debate in sessions, and informal meetings between sessions;
- Support networking through improved information on-site;
- Be more strategic with donors in the planning and implementation of the Congress;
- Clarify roles and responsibilities of staff and senior management;
- Prepare inputs earlier with greater involvement of regions; and
- Improve the coordination between the parts of the Congress.

8.3.2 Rapportage, Plenaries and Symposia

Finding 69: Rapportage, plenaries and symposia benefited from the assignment of clear responsibilities to rapporteurs and plenary senior managers, adequate backup, their ability to respond to last-minute changes and good access to the IT network.

Finding 70: Staff reported that IUCN senior managers were not sufficiently involved in the early design of the content, quality control and strategic use of the plenaries and symposia.

Finding 71: The plenaries and symposia were perceived as being too long and the presentations could have been better screened and chaired, with stricter time keeping and more varied use of presentation techniques.

Among the aspects of rapportage and plenary management that worked well were: effective staff teams of rapporteurs and plenary senior managers with clear responsibilities, adequate backup, ability to respond to last-minute changes, and good access to the IT network. Many staff commented that the opening plenary with Former President Mandela, President Mbeki and Queen Noor was inspiring.

Among the aspects that staff considered did not work well in rapportage were: the lack of preparation for rapportage teams, the complexity of the programme, the frequent changes, and the weak links between the Outputs process and rapportage process, which created considerable difficulties for both the rapportage and plenary management staff.

While many staff commented that the opening plenary was inspiring, they also suggested that the plenaries and symposia were too long, with mixed-quality presentations, lack of adequate briefings of speakers, and poor time-keeping and quality control of presentations. The plenaries were not used strategically enough for key messages, nor was the use of the plenaries to deal with key Congress Outputs well enough thought out.

Improvements suggested included:

- much greater and earlier involvement of IUCN senior management in all aspects of the content,
- quality control, and
- strategic use of the plenaries and symposia,
- much shorter plenaries and symposia with
- better screening of presentations, better chairing and time keeping, and
- the use of a range of techniques to vary the presentations.

8.3.3 Outputs – Durban Accord, Recommendations, CBD

Finding 72: The leadership and teamwork demonstrated by WCPA and Secretariat staff significantly improved the effectiveness of Congress Output teams assisting in the capturing of delegate input, ensuring stakeholder involvement and solving on-site problems.

Finding 73: The WPC tried to achieve too many Outputs of varying importance and strategic necessity.

Finding 74: The development of the WPC Outputs suffered from a late start and a lack of involvement of regional and national offices.

Finding 75: There were too many simultaneous sessions to properly manage the process of developing the key Outputs and to foster adequate and balanced participation with in-depth discussions on key issues and Outputs.

Finding 76: The process for the development and approval of Outputs was not perceived to be transparent by many participants and was thus weakened by a perception of lack of credibility.

Among the aspects that worked in delivering the Outputs of the Congress, staff highlighted the excellent leadership and dedicated team work, particularly of the Durban Accord team, good on-site problem solving, effective combination and balance of WCPA and Secretariat staff in some of the Output teams, clear TORs for most staff Output teams, and positive efforts made by staff to ensure the involvement of indigenous peoples in the products of the Congress.

Among the aspects that did not work well, staff suggested: there were too many Outputs overall (some of which were noted by staff as being quite questionable) and this diluted the focus on the key products both for staff who had to manage them as well as for participants who could not contribute to as many as they wished to. There was weak coordination between the different sessions of the Congress that were expected to provide input to the preparation of the various products. Staff felt that the poor design of the overall Output process resulted in a lack of coherence, overlaps and variability in quality of individual Outputs. Lack of time for quality control of Outputs and the fact that many Outputs were seen as ‘cooked’ in advance despite efforts by staff to involve participants early were highlighted as issues of concern to address thoroughly for the Bangkok Congress. They added that the pros and cons of advanced preparation must be considered. The most mixed views on Outputs by staff were those relating to the preparation of the CBD Message. Some felt that the CBD message process was good. Others felt it was unnecessarily complicated and poorly managed.

Suggestions for overall improvements to the Outputs process included:

- limiting the number of key Outputs to the most important and strategic;
- starting the process well in advance with the full involvement of regional and national offices;
- fully incorporating the communications team earlier in the process;
- having fewer simultaneous meetings to allow for more participation and better management of the key Outputs;
- providing a means of balanced participation and in-depth discussions on key issues and Outputs; and
- ensuring that the process for development and approval of Outputs is crystal-clear, fully credible, justifiable and well grounded.

8.3.4 Workshops

Finding 77: Staff observed that the workshop programme included too many parallel workshops and competing sub-sessions with inadequate time in the agenda for participant discussions and debate.

Finding 78: Workshops that used a range of techniques for presentations and that engaged the audience in interactive discussions of key issues were perceived as having been more successful than those that did not. For the most part, workshops failed to take advantage of interactive learning techniques.

Finding 79: The use of cross-cutting themes had mixed results and presented logistical difficulties for the Secretariat to adequately support all the sessions equally.

Finding 80: Where there was good coordination early on in the streams and where clear roles and responsibilities for the team supporting the workshops were established, Outputs were more focused and coherent.

Finding 81: IUCN regional programmes had limited involvement in the design and development of workshop streams and their input was not well integrated with that of the Commissions, partners and members.

Of the aspects of the workshops that staff felt worked well, these pertained mainly to aspects of individual workshop streams that were well focused, well chaired, with knowledgeable presenters, and those workshops that used a range of techniques effectively, such as interviewing a panel, group interviews, and engaged the audience in interactive discussions of key issues. When there was good coordination early in the stream and clear roles and responsibilities for the team supporting the workshop, this led to more focused and coherent Outputs. The participation of indigenous peoples in some workshops, including the Community Park initiative, set a precedent for a WPC, as did the participation of the business constituency, including focused interventions, tools, and the ICM – IUCN dialogue.

There was considerable feedback from staff on the aspects of the workshops that did not work well, including aspects of the overall design of the workshop programme and the management of content and logistics. Staff felt that the design was far more complex than it needed to be, with too many sub-streams and small parallel competing sessions, too many presentations in the sessions, not enough time for discussion and analysis, and too little cross-fertilization between streams. They felt that IUCN Programme management was not involved enough in the preparation and management of the workshop streams, resulting in inconsistent programme quality, gaps in the content of streams and sub-streams and a noticeable lack of IUCN technical presence in the workshop content.

Staff felt that the use of cross-cutting themes produced mixed results and made it physically difficult for the cross-cutting themes' support staff to provide adequate presence. Congress Outputs were not well integrated into the design of many workshops, and the inputs from regional processes were either not used or not used effectively to enrich the overall programme. In general, staff felt that the Congress did not integrate or synthesize regional inputs well. The small breakout rooms were noisy and too small in some cases, and inflexible seating in big halls for sub-workshops was not appropriate.

Suggestions for improvements for the WCC Bangkok focus mainly on the need to maintain a high degree of control over the design and implementation of the workshop programme to ensure greater coherence, quality control and strategic focus and coverage of key issues. Staff strongly recommended

- simplifying the programme by having far fewer workshops with
- carefully selected and focused themes,
- a much higher profile for IUCN in the workshops along with
- opportunities for IUCN staff to participate in workshops, as well as assisting in running them.

Regions should be engaged at a much earlier stage in the design and development of inputs and their inputs well integrated into the workshop streams along with those of Commissions, partners and members. In designing the programme agenda staff recommended that adequate time be left free each day for participants to hold their own meetings, to see the Exhibit Centre, and to network. Lastly, a range of techniques for interactive learning in workshops was encouraged, including the use of panels, interviews, along with improvements in the quality and focus of communication stories and products (see 8.3.7).

8.3.5 Registration, Nomination Process, Sponsored Delegates, VIPs

Finding 82: Effective teamwork was instrumental to the solving of on-site problems and managing the registration process.

Finding 83: The nomination process and pre Congress registration process were overly complex resulting in considerable inefficiencies for both staff and delegates. Confirmation concerning acceptance and hotel booking details were provided late in too many cases.

Finding 84: While local arrangements for registration facilities were planned well ahead of time, the registration system was delivered and setup too late in the process to deal effectively with the numbers of delegates and unexpected venue challenges on site.

Finding 85: The security and efficiency of the registration area were compromised by its location outside of the immediate Congress Centre.

Despite considerable challenges with the nomination, registration and VIP process, staff felt there were a number of positive aspects that should be highlighted. These included the ability of the staff team to remain positive and helpful to each other during a very difficult time at the beginning of the Congress; the innovation and adaptive abilities of the functional senior managers on-site; the secure and efficient management of large amounts of money on-site for sponsored delegates; the well prepared support team; the efficiency and helpfulness of direct suppliers from South Africa (A/V computers, ICC) was seen as crucial to the problem solving that was required on-site; the availability and flexibility of Regional Directors in assisting in the management of VIPs; good support and sharing of experience in protocol issues from South Africa VIP staff; and, the fast track for VIPs to register (using scanned photos) was effective although organized late.

Of the aspects that did not work well, staff highlighted the following – the nomination, invitation and hotel booking process was too complicated and created confusion about who was invited and who could register; the local arrangements for registration were not delivered as planned and greatly compromised the efficiency of registration process resulting in considerable delays, inefficiencies and frustrations for both staff and delegates. Some workspaces for staff were insecure and less than adequate, and the general location of the registration area was too far away from the rest of the Congress activities.

Poor communication with the Congress Secretariat resulted in registration staff not being able to inform delegates properly at times, and security problems (stolen delegates' bags) created shortages for delegates who were last to register. Too many applications for sponsorship were received to be covered by the funds available. This was combined with confusion about who was considered a VIP and who was not. Together these led to problems in sorting out sponsorships and VIPs arrangements in the first few days. Airport pickups for VIPs were problematic. The VIP lounge was functional but not attractive and too far from the venue.

Suggestions focused mainly on the need for senior management to ensure that all Host Country agreements are signed well in advance, and that clear and positive Host Country relationships are maintained. Local arrangements for registration facilities should be clarified and checked thoroughly ahead of time, and the registration system delivered and setup well in advance of the opening. The registration area should be secure and located conveniently within the venue site. The application and hotel booking process should be straight forward, with early confirmation provided to delegates concerning acceptance and hotel booking details.

8.3.6 Documentation and Translation

Finding 86: Despite tight deadlines and adequate lack of planning, a large amount of technical documentation was printed and shipped to the Congress and well received by participants who praised the documentation available on-site.

Finding 87: Documentation services on-site were hampered by the overly complex design of the Outputs and workshops, lack of adequate coordination and timely delivery of work requirements between the parts of the Congress and inappropriate working space and conditions.

Finding 88: Documentation staff time and resources were not efficiently used during the Congress.

The positive aspects of documentation and translation highlighted by staff included the overall observation that the required documentation and translations were delivered effectively despite considerable challenges in the lead-up to the Congress and on-site requirements. This achievement was largely due to dedicated staff and effective and efficient technical services, translators and typists. The PSU met tight deadlines for the editing and printing and reprinting of material in advance of the Congress, and approximately 4000 items from the secretariat and partners were successfully shipped to Durban, including books, CD ROMS, leaflets and posters. The shippers to the Congress were reported to be excellent and the company contracted to broker and manage shipments into the country were also excellent. Documentation staff coped positively with less than adequate workspaces, which were noisy with constant interruptions from other facilities inappropriately located nearby, such as photocopying services and workshop rooms.

Of the aspects that did not work well, staff highlighted the following – lack of adequate early planning for the quantity and types of documentation required resulted in extremely tight last-minute printing and production of some of the key Congress products such as the UN List; and, material for editing and printing was delivered late to PSU, causing scheduling conflicts with non-Congress publications that were also due for press launches and events. On site, lack of respect for deadlines for submission to translators, and documents returned for updating that were either difficult to use or not useable because of the numerous changes posed major challenges for the translation and documentation staff who were under-utilized at the beginning and completely overstretched at the end. No daily debriefing sessions were held, and staff working on documentation and translation did not have mobile phones so that they could rest until recalled.

Detailed suggestions for improvements are presented in the detailed Staff Operational notes. The major areas of improvement needed are in the planning of required documentation for printing and shipping, and in the management on-site of the flow of documentation between the parts of the Congress; more efficient use of documentation staff time and resources throughout the Congress, and improved office working spaces and conditions.

8.3.7 Communications

Finding 89: Close collaboration by programme communications teams, host country media and the executive team proved useful to the success of WPC communications.

Finding 90: The broader communication strategy for the WPC was not planned well enough in advance and did not place enough emphasis on IUCN's image and key messages.

Finding 91: Staff observed a general lack of integration of the communications function within the Congress programme, and between regional and HQ teams.

Finding 92: The use of IUCN's three official languages was not appropriately balanced.

Finding 93: The physical separation of media, the communications office and documentation was counterproductive to the efficient and effective use of the communications function overall.

Aspects of communications that worked included positive team work in difficult circumstances; close collaboration with programme teams for the websites, making it easier to produce useful materials for pre-Congress and Congress Outputs; the media kits and the CEC closing video (both effective); the issues management strategy worked well, as did the press conferences and working with host country local media; the accreditation process of media from other countries was effective, and including communications staff on the executive committee was useful.

Aspects that did not work as well included: lack of planning of communication products and key messages; lack of integration of the regional and HQ communications team; difficulty in communicating the results of the complicated Congress programme and capturing the essence of the content of workshops; weak input from the Programme into the media kit; lack of network access and inadequate linkages with documentation (hampering efficiency); volunteer skills not matched to the required tasks. Use of English without translation in the workshop sessions was not effective. Press conferences with no forward-planning had limited effect; and, the Communications Office was located too far from the press centre.

Suggestions for improvements include:

- Better planning of the broader communication strategy and key messages with IUCN and the media;
- Decide on clear branding for IUCN for the event;
- Build an integrated regional and HQ Team before the Congress;
- Define roles, responsibilities of communication staff and volunteers, and communicate this effectively to the broader staff team;
- Integrate communications into the Congress Programme;
- Integrate the accreditation of media with the overall registration process;
- Consider media sponsorships;
- Use three official languages; and
- Locate media, communications office and documentation closer together on site.

8.3.8 Side Meetings, Special Events, Field Trips, Security

Finding 94: Good preparation, planning and team work as well as flexibility and good communication flow between staff were key to the success of side meetings, special events, field trips and security.

Finding 95: While the concept of designing field trips as part of the workshop themes was praised for its conceptual intent, the ability to effectively deliver them was constrained by logistical problems and complexities.

Finding 96: Inadequacies in defining the roles and responsibilities of the Host Country and IUCN teams as well as communication challenges such as poor signage and lack of up to date information hindered the effectiveness of delivering the side meetings and side events in many cases.

Finding 97: Despite known security concerns, there was a lack of adequate preparation for these circumstances by the Host Country and Congress management both on-site and off-site to ensure security in the vicinity of hotels.

Aspects of the side meetings and special events that went well included good preparation, planning and teamwork ahead of time, and flexibility and good communication flow between staff. The quality of the Help Desk in particular was cited by many staff as excellent. The field trips were effectively planned conceptually as part of the workshop programme, which was seen as a useful learning opportunity. Communication with South Africa counterparts on site went well, especially the audiovisual senior managers who were very cooperative and efficient. The use of cell phones for the organizing staff to communicate with their team was invaluable.

Aspects that did not work as well included – lack of space to accommodate some of the more popular side meetings; too much noise in the open areas affected the atmosphere and effectiveness of some of the side meetings. Information on events was not always announced or was inaccurate, and signage was often poor. Rooms were changed and the speaker's room not announced. Confusion existed between side meetings and special events. There was inadequate communication with Host Country on special events and roles were unclear on site, and venues were more expensive than anticipated. Delays in transport for field trips caused frustration along with the lack of interpretation on route. Some field trips were too complex and some too expensive for participants from developing countries.

Security posed a major problem throughout for the Congress staff and participants. Preparation was inadequate between IUCN and Host Country security people. IUCN Offices were not secure and the Congress Centre itself was too easily accessed. There was not always time for management to deal sensitively and adequately with victims of crime.

Suggestions for improvements include establishing clearer communication and more effective working relationships with the Host Country, as well as clear TORs for both host country and IUCN teams. The provision of secure offices and lockers provided for staff, and improved assistance for victims of crime. A mobile Help Desk of the same high quality is suggested for Bangkok, along with more mobile phones for staff, improved signage and improved contact information on delegates on site.

8.3.9 Exhibition Centre

Finding 98: While some difficulties were noted in terms of coordination and timely decision making between the Congress organizers and the Host Country, the Exhibition Centre proved to be one of the most successful aspects of the Congress.

Many staff highlighted the success of the Exhibition Centre as one of the most positive features of the Congress. The local contractor Village Exhibitions and the IUCN staff did an excellent job of planning for and setting up the Exhibit despite the on-site security problems and last minute changes. The initiative to make the IUCN bookstore a reading lounge area worked very well and proved to be a popular networking location. It enticed people to stop and look, and provided opportunities for IUCN staff to interact with authors and receive new publications for the Catalogue. It was well sited close to the Palnet Centre for training and close to the restaurant. The WCPA Distribution Centre also proved effective as a centralized service, controlling the distribution of thousands of free documents. Positive comments were also received concerning the quality, utility and space provided for the WCPA Workshop Streams Poster Exhibition.

Aspects that did not work so well included coordination and timely decision making between the Congress organizers and the Host Country regarding requirements and costing of the Exhibit centre. The decision to make the Exhibit self-financing was taken late, resulting in some misunderstandings with exhibitors concerning costs. On-site problems with set up and non delivery of requested furniture, required last-minute crisis management to work out solutions. The uncontrolled and messy distribution of material at the main Conference centre duplicated and undermined the effective distribution of material at the Exhibit Centre.

9. Implications for the IUCN and WCPA Programmes 2005-2008

The following suggestions of relevance to the IUCN and WCPA Programmes were gleaned from the qualitative data (comments fields) received from participants questionnaires and participant interviews, as well as from interviews with donors and senior managers. Even though the suggestions are not ranked or quantified, the suggestions were considered by the evaluation team to be valuable enough not to be lost, and are therefore included in the evaluation report for consideration in the planning and management of the next WCPA Intersessional Programme.

The comments cover a wide range of suggestions, including:

- What WCPA could do more to meet the needs of the Protected Areas constituency represented at the Congress, and what to do to better address emerging issues;
- How WCPA does its work – strategy, scale and levels of work, approaches;
- Suggestions for positioning WCPA and the role of WCPA globally, regionally and in terms of supporting a global constituency and movement for Protected Areas;
- Feedback on some perceptions of image that IUCN and WCPA should be aware of.

9.1 Strengthening WCPA's Core Heartland Protected Areas Work

WCPA has a long and credible record of Protected Areas work and is widely recognized as a world leader in Protected Areas. However participants felt that this should not be taken for granted and that efforts should be taken to make the core heartland of WCPA's Protected Areas work even stronger.

In particular they had the following suggestions of issues and areas of current Protected Areas work that could be strengthened. These are not ranked in any order of priority or importance:

- Strengthen the scientific basis for Protected Areas;
- Put more emphasis on marine conservation and Marine Protected Areas to address the disparity between terrestrial and Marine Protected Areas;
- Focus on large networked reserves;
- Apply the ecosystem approach at the landscape level for Protected Areas;
- Explore new approaches to biodiversity conservation by means of Protected Areas, in particular how Protected Areas can contribute to addressing the extinction crisis, given that much of the endangered biodiversity lies outside of present system of Protected Areas;
- Develop the 'linkage' concept further in programmatic work;
- Address issues such as the effects of invasive species, agriculture and ranching on Protected Areas, the effects of inbreeding of wildlife populations in smaller Protected Areas, human-wildlife conflicts and wildlife health on Protected Areas, bush meat issues;
- Put more emphasis on the role of freshwater ecosystems in Protected Areas;
- Put more emphasis on non material values of Protected Areas;
- Link World Heritage natural and cultural concepts – cultural landscapes;
- Consider the role of Protected Areas in desert areas (a largely forgotten focus);
- Consider bioregional planning more in Protected Areas;
- Develop and promote more transboundary Protected Area cooperation;
- Include the conservation of forest Protected Areas in Protected Area work;
- Make links between Protected Areas and river basin management.

9.2 Addressing New (or Less Traditional) and Emerging Areas Recognized as Important for Protected Area Effectiveness

Sustainable development, poverty, livelihoods:

- Integration of sustainable development and livelihoods into Protected Area conservation, linking poverty alleviation and Protected Areas – test the rhetoric, whether it is possible to alleviate poverty as a direct result of Protected Areas;
- Include more analysis of the relationship between Protected Areas and people, land tenure, poverty, human rights;
- Consider the link with the Millennium Development goals, WSSD Plan of Action, Poverty Reduction Strategy Plans (PRSPs) and the development agenda;
- Consider the effects of HIV and AIDS on the capacity to manage and use Protected Areas;
- Include more focus on indigenous peoples and Protected Areas; strengthen the voice and participation of communities through Community Conserved Areas; consider the transboundary issues of mobile and indigenous peoples; develop models for integrating conservation and local community involvement; consider the role of disadvantaged peoples in Protected Areas;
- Address non material values of Protected Areas and management of sacred and traditional sites;
- Address population growth as a possible driver of change;
- Consider the relationship of urban environments to Protected Areas;
- Do more work on financing Protected Areas approaches and tools;
- Strengthen work on multi stakeholder perspectives, private sector, engagement of mining industry with conservation, civil society involvement.

Governance:

- Do more work on governance types and mechanisms, accountability and consider the effects of corruption on management of Protected Areas;
- Do more work on Protected Area policy and administration, legal frameworks, rights, customary traditional law, and post conflict management of Protected Areas.

Evaluation and Management effectiveness:

- Need a better sense of the ‘big picture’ of what is happening with Protected Areas world wide – progress, achievements, failures, current challenges;
- Continue to strengthen the work on Protected Area management effectiveness, including approaches to benchmarking leadership;
- Develop more inclusive baselines for monitoring changes in PA status - broaden traditional baselines to include socio-economic and cultural and institutional indicators as well as biophysical indicators;
- Undertake more assessments and evaluation of the achievement of goals and objectives of Protected Areas in order to ensure that the Protected Areas constituency and other key stakeholders learn and adapt more effectively;
- Include systematic reporting from national level to an aggregated level of analysis at regional and global levels;
- Undertake specific assessments of the factors that lead to ‘paper parks’;
- Develop specific methods of park evaluation;
- For the next WPC review of progress of Protected Areas, commission an independent study and compare against current baselines.

9.3 Implications for WCPA's Strategy, Role and Positioning – 'How' WCPA Does it Work

Participants made the following suggestions for how WCPA and IUCN should approach Protected Areas work, including the following ways of focusing their work.

9.3.1 Conceptual and Analytical Level

- Focus on acquiring knowledge and understanding global trends, international perspectives, research and analysis, innovation, new paradigms, drawing lessons from experience;
- As a global body (IUCN and WCPA) should work at the level of synthesis and analysis across a body of Protected Areas work – both traditional and new emerging issues, challenges and drivers of change;
- Undertake more rigorous analysis of progress with Protected Areas, using the regional level as a unit of analysis, building to a global synthesis – go beyond the UN list to an assessment of the effectiveness of Protected Areas in meeting their objectives.

9.3.2 Practical Applied Level

- Focus on providing exposure to the Protected Areas constituency to new tools and methodologies, particularly to fill gaps, such as tools for rapid site assessment for adaptive management and landscape, and assessment to evaluate minimal viable thresholds;
- Support practical applications such as case studies that link policy – practice;
- Support or facilitate 'hands on' skills development, professional development at the field level and the management level;
- Strengthen the application of communications skills and techniques in achieving the objectives of Protected Areas.

9.3.3 Strategic and Tactical Approaches

- Undertake politically astute analysis of the key policy targets necessary to achieve Protected Area objectives, and engage the necessary actors beyond the Protected Areas constituency to achieve these targets;
- Consider the relative importance of the international conventions such as the CBD and the Intergovernmental Panel on Climate Change;
- Use NEPAD as a vehicle for integrating Protected Area objectives in Africa;
- Use the Global Biodiversity Forums and OECD DAC more;
- Consider Type II Partnerships between governments, NGOs, private sector and the scientific world.

9.3.4 Supporting Renewal of the Broader Protected Areas Conservation Movement

- Help to motivate the movement by inspiring the constituency, providing world class leadership and mentoring the next generation of Protected Area leaders;
- Continue to support networking and sharing of experience for Protected Area managers and related constituencies;
- Build stronger capacity for multi-stakeholder Protected Areas work – conflict resolution, mediation, convening multi-stakeholder forums.

9.3.5 Strengthen the Regional Integration of WCPA Work with the IUCN Regional Programmes and those of Members at Regional and National Level

- Use regional level work more effectively beyond the WCPA membership;
- Focus on national level initiatives – involve more governments, reach the politicians.

9.3.6 Constituency Analysis and Development

- Identify clearly the constituency that is needed to support and address emerging areas relative to the current WCPA membership, recruit new WCPA to fill these gaps in current membership;
- Involve more youth, governments and political leaders.

9.4 Perceptions of Image

Despite expressing overall support for the WPC and WCPA, some participants provided the following comments and perceptions. The evaluation team felt it was important for WCPA and IUCN to be aware of these perceptions in the planning and management of the next WCPA Intersessional Programme:

- Anglo Saxon and English language dominance of the WPC;
- Resentment towards large rich American NGOs that dominate the Agenda;
- Tensions between the ‘science’ and ‘nature’ based parks constituency and the ‘people-centred’ development constituency;
- Attitudes of nothing new – no new trends identified – current work is too much bounded by the past perhaps because WCPA is still dominated by an aging Anglo Saxon constituency;
- Very academic, not many innovations on new methodologies;
- Not enough involvement of youth;
- Not enough critical reality testing and too much supporting myths;
- A feeling that you are either on the inside of the ‘club’, or on the outside.

10. Conclusions & Recommendations

Drawn from the findings presented in this report, the following sections present the conclusions based on the expectations of the World Parks Congress as well as the key recommendations for future World Parks Congresses and the World Conservation Congress (WCC).

10.1 Conclusions

A global Congress was generally perceived by participants, senior managers and donors as a suitable vehicle for reviewing lessons learned, setting a global Agenda for Protected Areas and strengthening multi-stakeholder involvement. However, while supporting the concept of a global Congress, they complained of the size, lack of time to address in-depth issues adequately, and the unbalanced representation of key stakeholder groups. Senior managers largely perceived the Congress as valuable in advancing IUCN's Programme, while some donors suggested that IUCN could have done more to demonstrate its leadership and highlight its expertise in Protected Areas management and conservation.

The evaluation found the WPC to be professionally and personally relevant to targeted stakeholder groups including the private sector, indigenous peoples and Protected Area managers. For most, the main reasons for attending the WPC were largely met and the benefits cited by participants included learning and gaining specific tools, skills or knowledge as well as networking and the development of potential partnerships.

With respect to the relevance of the WPC Outputs⁷ these were largely perceived as being forward-looking but variable in quality and depth. Mixed opinions were provided on the adequacy of focus, clarity of implementation and presentation of new ideas. Moreover, participants noted the need for focused implementation plans in order to move beyond rhetoric and ensure the relevancy of the Outputs. The lack of adequate opportunity for input, debate and discussion on the Outputs was noted as a major weakness, as well as the perception that the Outputs preparation process was 'precooked' before the Congress.

There was little feedback from youth and it was unclear how many youth representatives attended the WPC or whether their expectations were met. Some participants said a more targeted approach is required to involve youth. The business sector was also considered to be under-represented.

While the WPC was perceived as having facilitated a review of lessons, concerns expressed by participants point to the inherent difficulties for a large gathering of people to adequately address a wide array of issues. In addition to the insufficient time and opportunity to focus on specific issues in-depth, a lack of emphasis on regional issues or rigorous analysis of progress since the Caracas Parks Congress in 1992 were highlighted as weaknesses.

The WPC was viewed as contributing to setting the Protected Area Global Agenda for the next ten years. The positive contributions that were noted included setting direction and raising awareness, identifying challenges / gaps, and identifying the need for partnerships and management tools. Some suggested that the credibility of the global Agenda was largely a consequence of the WPC process. As a remedy to the limited opportunity for involvement and input, participants suggested regional and more specialized forums as complementary processes to build up to a global Congress.

The WPC was generally perceived as having contributed to building of a more effective constituency for Protected Areas. In this regard, the involvement of multiple stakeholders was noted by many as one of the most important contributions of the WPC, especially with regard to the involvement of indigenous and mobile peoples. But this was only a "good start", since important stakeholders such as the private sector and youth were perceived as being inadequately represented.

⁷ Durban Accord and Action Plan, Recommendations, Input to the CBD, UN List and State of the World's Park Report

While the WPC was widely seen as having placed the broader sustainable development agenda “on the table”, participants were more cautious in their assessment of how effective the WPC was in addressing specific development issues such as the capacity of Protected Areas to anticipate and adapt to economic and social change. Moreover, concern expressed by participants on this issue points to the real need of the Protected Area community to deepen its understanding, clarify its thinking and enhance its capacity to work on relating Protected Areas to the broader sustainable development agenda.

The WPC was strongly perceived as having been effective in providing technical networking opportunities to participants. However, support for informal networking was considered inadequate: there was a lack of time and space for such activities. Participants also noted that informal networking could benefit from better facilitation through such means as delegates’ lists and bulletin/message boards.

In terms of the workshop streams, these were mostly perceived as having clear objectives and thorough content coverage of issues. Nevertheless, here too, concern was expressed at the lack of depth at which issues were explored and discussed, largely due to the overloaded agenda of the Congress and workshop programme and the inadequate facilities for small workshop sessions. The training courses associated with the workshop streams were well received and perceived by participants to be well organized, interesting and relevant to their work.

For the most part, reasons for attending the WPC were related to the desire to learn about and contribute to the conceptual analysis of Protected Areas, specific practical applications, the development of the Protected Area movement and the networking potential that such global forums present. Even though one-third of participants observed that their expectations had been fully met and that over half reported tended towards the positive despite reservations, the most significant concern expressed by respondents was a general lack of opportunity to participate in discussions of interest to them.

While participants and staff indicated that overall they found the Congress to be well organized and donors recognized the difficulties in organizing an event the size of the WPC, they raised a range of significant organizational issues requiring attention and improvements for future Congresses. Pre-arrival logistics (hotel bookings, pre-registration), on-site registration and in the workshop streams were experienced by numerous participants as disorganized with inadequate information and inappropriate facilities for workshop sessions. They urged IUCN to place a stronger emphasis on regional preparatory events as well to provide a more user-friendly Website and accurate up-to-date Programme Guide.

IUCN Congress management and leadership were urged to streamline the design of the Congress Agenda to allow for fewer sessions and more time for participants to discuss and debate key issues, and to network and hold informal meetings. More control by IUCN management over the strategic purpose, content and quality of workshops and plenaries was strongly suggested, along with a higher profile for IUCN and its technical expertise in all parts of the Congress. While many of the Outputs were seen to be useful and relevant to the Protected Areas Agenda, there were too many Outputs for staff and volunteers to coordinate and manage efficiently. Problems of coordination between the many sessions and Outputs, late delivery of Outputs and a perception by participants of a lack of transparency in the Output process were issues identified as requiring significant improvements in future Congresses.

More efficient use of documentation and translation resources, as well as improvements to the strategic focus, integration and quality of the communication Outputs were recommended, as well as a more balanced use of IUCN’s three official languages. The Exhibition Centre at the WPC was praised for its high quality, stimulating content and utility – by participants, donors and staff – and a similar facility was highly recommended for future Congresses.

10.2 Recommendations

Strategic Issues

The Findings and Conclusions of the evaluation point to the need for IUCN and WCPA to address a number of key strategic issues:

Clarifying the role of IUCN and WCPA

Clarity is needed on the role that IUCN and WCPA wishes to, or should, play in supporting a global constituency of Protected Area professionals in order to better achieve the Mission of IUCN. This is related not only to the role and profile of IUCN in convening large global Congresses, but also to its role in the support to, and renewal of, the global Protected Areas movement. Throughout the evaluation there have been mixed messages and ambiguities about what this role should be. On the one hand there is substantial support for IUCN to continue to provide a high level of staff and volunteer effort and funds to host global Congresses in order to provide opportunities for participants to network and show case their work. At the same time there is considerable criticism from senior managers and from donors that the profile of IUCN and WCPA is too low. Should IUCN and WCPA's role be to provide the staffing, facilitation and funding for members and partners to show case their work, or is there a role and purpose for a higher more strategic profile for IUCN in such forums? Is it possible to find a better balance between supporting, staffing, convening, and providing high quality technical and intellectual content?

The evaluation also points to another 'role' dilemma for WCPA, that is, deciding on the role it should play in supporting the existing Protected Area constituency and in addressing new and emerging issues. Participants provided mixed and sometimes divided views in the evaluation on whether and/or how the Protected Area Agenda should broaden its activities and constituency to address sustainable development and poverty alleviation, and whether and how it should work with new constituencies that affect Protected Areas, such as the extractive industries sector. In addition participants articulated a wide range of views and requests on the role that WCPA should play in supporting the existing Protected Areas professional constituency, varying from providing more site-specific applied training in the use of PA field tools, to undertaking more conceptual analysis and synthesis of experience, to influencing global policy. Clearly this local to global spread of suggested roles means that WCPA and IUCN must be strategic in identifying where their comparative advantage lies, or risk being spread too thin.

Improving how Congresses work

The evaluation provides considerable feedback on and recommendations for both strategic and operational improvements needed in order to effectively deliver a global Congress. While some of the problems encountered were specific to Durban (such as security issues) many could be improved by paying closer attention to a clear focused design of the event, and to improved strategic management of the quality of the content, process and Outputs.

Even though many participants and donors recognized the inherent difficulties of effectively delivering a large global Congress, the challenge remains for IUCN and WCPA to improve the perception of the Congress as a relevant, transparent and inclusive event. A better balance needs to be found between the early development of Outputs in order to give the agenda focus and momentum, and adequate time in the lead-up to, and at the Congress, for participants to feel that they have had sufficient opportunity to influence the shape of the Outputs and thus feel that the process is transparent and credible. Similarly, increased efforts to ensure adequate representation and effective participation of targeted stakeholder groups are essential to the credibility of the event.

Managing the tensions of multiple stakeholder interests

Linked to the issue of clarity of IUCN and WCPA's role in global Parks Congresses is the issue of the need to better manage the inherent tensions that arise from engaging a diverse range of stakeholders (some with opposing views) in order to adequately respond to global change factors such as trade, globalization and poverty.

Expanding the Protected Areas constituency to include key stakeholder groups such as indigenous, and mobile peoples, youth and the private sector, involves managing the tensions that arise from different cultural, social, and economic views of the way in which Protected Areas and natural resources should be used and managed. Improved skills and capacities (such as conflict resolution, mediation and facilitation) are needed in IUCN and WCPA to effectively manage and balance the tensions among and between these various constituencies.

Participants provided considerable feedback on the nature of existing tensions and opposing views. Examples included those who felt that parts of the Congress were hijacked by special interest groups such as mining sector and indigenous peoples, and those who felt that for the first time the Congress was successful in bringing in other important constituencies such as indigenous groups. Tensions and differences also exist between those who view Protected Areas from a nature centred perspective and those who take a more human centred and rights based approach to development. The Protected Areas constituency at the Congress was also still seen by some participants as somewhat of an 'old boys club' thus creating tensions between outsiders and insiders. These are important perceptions and tensions to address and manage in future Congresses.

While the evaluation cannot address all of the implications of these strategic issues, it does make the following specific recommendations based on the Findings of the Evaluation. These recommendations seek to provide specific steps that IUCN and WCPA can take in planning for future World Parks Congresses and for the World Conservation Congress (WCC) in Bangkok in 2004:

Recommendation 1 - Inclusive preparation and enhanced credibility

While the need for a global forum on Protected Areas is widely recognized and should be continued, it is recommended that a scaling-up approach involving the development of key Outputs through regional preparatory events be considered in order to enhance stakeholder involvement and buy-in, clarify and streamline key issues for WPC consideration, and increase the legitimacy and credibility of WPC Outputs.

Evaluation results strongly support the need for a World Parks Congress, which presents a unique opportunity to gather a global constituency of experts and set the future Agenda of Protected Areas. However, based on the general observation that there was an unbalanced involvement and input of the regions, evaluation results (from participants, senior managers and donors) suggest that smaller regional venues should be considered to ensure a more balanced representation/input into the Congress process; that a more manageable, transparent and open mechanism for reviewing past experiences be provided; and, that preliminary recommendations on relevant Outputs for consideration at the global level be developed. In addition to fostering greater stakeholder involvement, regional meetings will also help establish a more transparent process for developing WPC Outputs that progress from the national to regional and global levels.

Recommendation 2 – Attention to focus and strategic positioning

The design of the WPC and the World Conservation Congress should adopt a more focused Agenda and a more streamlined programme for future Congresses with more attention paid to strategically positioning IUCN globally as a world leader in conservation.

- **The number of expected Congress Outputs should be limited and strategically linked to core IUCN Programme Goals and Key Result Areas.**
- **The Congress Programme should have fewer, more carefully focused workshops and parallel sessions. Time for debate and discussion should be emphasized and more opportunities for informal meetings between sessions should be structured into the Programme.**
- **Symposia, plenary sessions and workshop streams should be reduced in scope and size, and should follow stricter guidelines for content, chairing, and quality control in order to enhance stakeholder involvement and achieve the objectives of the Congress.**

Even though the WPC was recognised as a successful event by the majority of evaluation respondents, considerable concern was raised regarding an overly complex and ‘over-programmed’ Agenda. Evaluation results suggest that the WPC Programme design was far more complex than it needed to be, with too many sub-streams and small parallel competing sessions, too many presentations in the sessions, not enough time for discussion and analysis, and too little cross fertilization between streams. Comments to this effect revealed a lack of coordination between the various parts of the Congress, insufficient on-site information and difficulties relating to networking opportunities amongst Congress participants. Furthermore, it was observed that there were too many Outputs, which contributed to a lack of focus and some difficulties for staff who had to manage the Outputs process as well as for participants who wished to make a contribution to them.

Consequently, there should be fewer and more focused Outputs. The workshops and parallel sessions should likewise be limited and more tightly managed by senior IUCN staff. And overall, the symposia, plenary sessions workshop streams should abide to stricter guidelines and parameters to enhance discussion and debate and involvement by stakeholders, further the achievement of objectives and provide opportunities for informal meetings.

Recommendation 3 – Transparency of Outputs and enhanced communications

The mechanisms used to develop and approve Outputs need to be clearly and openly developed as well as established and communicated early on the preparatory phases of the Congress. The demonstrated value (relevance) and follow-up or implementation process of Congress Outputs should likewise be clearly articulated.

The majority of evaluation respondents observed the need for a clearer and more transparent process for developing Congress Outputs. To avoid any questioning of Congress results, the development and approval process for Outputs should be made clear, fully credible, justifiable and legally unassailable. The process for developing Outputs should be actively communicated at the national and regional levels to enhance stakeholder involvement and establish expectations. Given the fact that many interview and questionnaire respondents expressed some scepticism regarding the relevance of the Congress Outputs – the extent to which the Outputs will be used to inform decision-making purposes or influence policy makers – some efforts should be made to better articulate the usefulness of the Outputs or at the very least, provide a reference as to whom or for what the Output is designated.

Recommendation 4 – Improved stakeholder involvement

Additional efforts need to be made to improve the representation and involvement of key political and socio-economic constituencies in order to broaden the level of debate and increase the use or relevance of key Congress Outputs.

As suggested by the theme of the Vth WPC (“Benefits without Boundaries”), the involvement of all stakeholders concerned with the issue of Protected Areas was a major objective of this Congress. While efforts to ensure the involvement of indigenous peoples were noted to be successful by the majority of evaluation respondents, evaluation results suggest that the involvement of the other target constituencies was less successful, i.e. youth and the private sector.

Overall, participation and in-depth discussions on key issues and Outputs were notably stifled by the over loaded agenda and the lack of structured opportunities for debate and discussion. Moreover, many participants commented on the visible lack of political and socio-economic representatives, who directly or indirectly, hold considerable influence over the use and relevance of Congress Outputs. As a result, future Congresses should seek to improve the representation of key decision-makers (while preventing the “hijacking” of the Agenda) and to broaden the level of debate among key stakeholders so that there is adequate opportunity to secure a commitment to the use of the Congress Outputs for conservation. It must be noted however that there is still a major split in the Protected Areas constituency as to whether IUCN should be tackling new constituencies such as the mining community. In short, the WPC programme should provide enabling conditions for stimulating discussion and input towards achieving Congress objectives and ensuring the longer-term usefulness of the results.

Recommendation 5 – Improved quality and interactive learning

A broader range of techniques for stimulating interactive learning, improved facilitation and presentations, and an increased level of debate should be emphasised in the design of future Congress programmes, along with improvements in the quality and focus of communication stories and products. Presentations ought to be more carefully screened with better chairing and time keeping.

While most evaluation results suggest that workshop and symposia presenters were skilled, knowledgeable in their field of expertise and well articulated, the most commonly noted weaknesses pertained to the lack of interaction between participants and presenters. Instead of being interactive and dynamic sessions, most workshop sessions consisted of ongoing presentations with little opportunities for questions, limited use of varied facilitation techniques and a strong tendency to extend beyond the time provided. An overuse of site-specific case studies rather than analysis and synthesis of experience across a body of experience was also noted.

Recommendation 6 – Improved strategic management and oversight

Greater IUCN management oversight and leadership should be exercised over the purpose (strategic use), content and quality of workshops, plenaries and symposia. Moreover, the roles and responsibilities of IUCN staff, senior management and the Host Country need to be clarified and defined early in the planning of the Congress.

The lack of IUCN management control of the workshop streams, plenaries and symposia resulted in mixed quality of presentations, discussions and Outputs, and a lack of IUCN technical profile in many of the sessions. Communications should be fully integrated earlier in the process and a more strategic use of plenaries should be emphasised for delivering key messages or for dealing with the key Congress Outputs. Staff also reported that IUCN Programme management was not involved enough in the preparation and management of the workshop streams resulting in inconsistent programme quality, gaps in the content of streams and sub-streams and a noticeable lack of IUCN technical presence in the workshop content. Consequently, greater management oversight and leadership should be provided for maintaining a high degree of control over the design and implementation of the workshop programme in order to ensure greater coherence, quality control and strategic focus and coverage of key issues.

Despite effective teamwork and crisis management as well as the ability to maintain a positive attitude, staff observed some difficulties with respect to the coordination of effort between senior management and the rest of staff. As a result, staff recommended that greater attention should be given to defining the roles and responsibilities of IUCN staff and senior management, as well as between the Host Country teams and IUCN staff.

Recommendation 7 - Strengthen the heartland and address emerging issues

While participants and donors recognized that IUCN and WCPA are world leaders in Protected Areas, they urged IUCN not to become complacent and to strengthen the core scientific aspects of Protected Areas work, as well as to ensure that the IUCN and WCPA Programme adequately adapts to new challenges such as the poverty alleviation and sustainable development agenda, climate change, governance, management effectiveness and accountability.

Evaluation respondents provided many comments and suggestions aimed at both strengthening IUCN's traditional Protected Areas work and addressing the emerging issues and challenges facing the Protected Areas constituency in the next decade.

To enhance ongoing core Protected Areas work, participants suggested strengthening the scientific basis for Protected Areas, placing more emphasis on marine, freshwater and forest conservation, large networked reserves and transboundary areas, applying the ecosystem and landscape approach, and addressing the effects of invasive species, agriculture, ranching and wildlife health issues. Overall, participants indicated that the WPC had put sustainable development issues and poverty alleviation on the table, but there was a long way to go before the Protected Areas constituency had adequately integrated these issues into approaches to Protected Areas.

Participants urged IUCN and WCPA to address the relationship of Protected Areas with new and emerging issues related to land tenure, poverty, conflict, human rights, the effects of HIV and AIDS, and to consider strategies to enable and empower communities to manage their own conservation areas (Community Conserved Area) including consideration for indigenous and mobile peoples. An increased focus on governance, management effectiveness, accountability and evaluation was urged by participants in order to strengthen the effectiveness of Protected Areas work.

Appendix I Findings

- Finding 1: Overall, participants, senior managers and donors perceive a global Congress as an appropriate mechanism for reviewing past experience and sharing lessons pertaining to Protected Areas. However, concerns were expressed by participants, senior managers, donors and staff that the size of such a Congress can be a limiting factor due to the large number of issues to be covered and the time available to address them.
- Finding 2: Participants and donors perceive a global Congress as an appropriate mechanism for setting the future Agenda of Protected Areas, while senior managers were more divided in their views.
- Finding 3: The majority of respondents indicated that the WPC was an appropriate forum for influencing African decision-makers based on the location of the Congress.
- Finding 4: A Congress is strongly perceived as an appropriate mechanism for strengthening multiple stakeholder involvement when adequate representation of stakeholders is assured and opportunities for participating in discussions of interest are provided.
- Finding 5: While the WPC is largely perceived by senior managers as having been valuable in advancing IUCN's Programme, some donors suggest that IUCN could have done more to demonstrate its leadership and highlight its expertise in Protected Area management and conservation.
- Finding 6: Participants found the WPC and its Outputs very relevant and beneficial to their own Protected Area related work.
- Finding 7: The World Parks Congress was perceived as being relevant by key stakeholder groups (Protected Area Managers, Indigenous People and the Private Sector) in terms of the extent to which the Congress met their expectations and that their participation will be beneficial to their Protected Areas related work.
- Finding 8: While the WPC Outputs were generally perceived as being forward looking, some questions were raised regarding their relevance to advancing the global Agenda on Protected Areas – particularly with respect to their use and implementation.
- Finding 9: The Durban Accord and Action Plan was widely seen by participants as relevant to advancing the global Agenda of Protected Areas.
- Finding 10: For participants aware of the CBD process, the opportunity provided by the WPC to offer input into that process was seen as potentially important.
- Finding 11: WPC recommendations were largely perceived as being relevant to the key Protected Areas challenges and issues.
- Finding 12: The relevance of launching the UN List and State of the World's Parks Report at the WPC to advance the global Agenda on Protected Areas was unclear to many respondents.
- Finding 13: The WPC promoted a review of progress and lessons learned in Protected Areas as a result of the diversity and sheer number of participants, but these same factors also represented a constraint to the process.

- Finding 14: Overall, the WPC was perceived by participants and senior managers as having been successful in contributing to setting the future Agenda of Protected Areas, whereas the majority of donors thought it was only somewhat successful.
- Finding 15: The WPC was perceived by participants as having been successful in demonstrating the “Benefits Beyond Boundaries” of Protected Areas.
- Finding 16: The WPC contributed to building a more effective constituency for Protected Areas in the 21st Century but limitations were noted.
- Finding 17: A majority of participants cautiously concluded that overall the WPC had successfully initiated the integration of Protected Areas within the broader sustainable development Agenda, but further effort will be required.
- Finding 18: Despite noted efforts to address the broader sustainable development Agenda, the need remains for the Protected Area community to deepen its understanding, clarify its thinking and enhance its capacity to work on issues relating Protected Areas to sustainable development.
- Finding 19: The WPC was successful at providing technical networking opportunities for professionals working on Protected Areas related issues.
- Finding 20: Overall, the WPC was successful in addressing the needs of participants and was a good investment of their time.
- Finding 21: While plenary sessions and symposia were perceived as having been mostly effective in highlighting the key challenges and issues facing the Protected Area constituency, concerns were raised regarding the overall lack of debate and discussion.
- Finding 22: While workshop streams were strongly perceived as being well organized, respondents indicated that major improvements could have been made in terms of the venue location as well as in the coordination and focus of the breakout sessions.
- Finding 23: Overall workshop streams were effectively chaired and relevant resource persons were able to constructively contribute to the debates, however some improvements were suggested.
- Finding 24: The workshop streams were perceived as being directly relevant to the work of respondents: the workshops were successful in enhancing the knowledge of respondents on key issues as well as in providing skills that would be useful to their organizations.
- Finding 25: The workshop streams were highly effective in providing networking opportunities to participants.
- Finding 26: Workshop streams were successful in meeting the expectations of participants and in providing significant added value to the World Parks Congress.
- Finding 27: The objectives of Workshop Stream I, Linkages in the Landscape & Seascape, were perceived as having been mostly addressed. However, questionnaire responses suggest that concrete and straightforward objectives were perceived to be better addressed than those dealing with planning and management issues.
- Finding 28: The extent to which practical applications were adequately developed during simultaneous sessions varied considerably.

- Finding 29: While the marine cross-cutting theme was mostly perceived as not being pertinent to the Linkages workshop, the majority of those who responded believed that the marine theme was only partially addressed.
- Finding 30: Only a third of workshop participants perceived the cross-cutting theme related to World Heritage as having been addressed.
- Finding 31: While the role of communities in protecting land/seascapes was perceived as being well addressed, issues relevant to human-wildlife conflict and mobile peoples were not seen as having been as thorough.
- Finding 32: The main objectives of Workshop Stream II, Building Broader Support for Protected Areas, were perceived as having been mostly addressed.
- Finding 33: Useful applications of tourism for the protection of Marine Protected Areas were not considered to have been well addressed within Workshop Stream II on Building Broader Support for Protected Areas.
- Finding 34: Participants were divided regarding the extent to which relevant World Heritage issues were adequately addressed during workshop stream on Building Support.
- Finding 35: The majority of issues related to the cross cutting theme of Communities and Equity in the workshop stream on Building Support were perceived by questionnaire respondents as having been adequately addressed.
- Finding 36: The majority of objectives of Workshop Stream III, Governance of Protected Areas, were perceived as having been addressed by more than two thirds of all questionnaire respondents.
- Finding 37: Issues related to the Marine cross-cutting theme were perceived by the majority of respondents as not being pertinent to the sessions they attended and for the responses that were noted, respondents were equally divided on whether or not issues were adequately addressed.
- Finding 38: World Heritage issues were perceived as having been partially addressed.
- Finding 39: Communities and Equity issues were perceived as having been mostly addressed.
- Finding 40: The objectives of Workshop Stream IV, Developing the Capacity to Manage Protected Areas, were successfully addressed.
- Finding 41: The capacity-development needs for World Heritage site management was deemed as having been partially addressed.
- Finding 42: Issues related to Communities and Equity were perceived as having been mostly addressed.
- Finding 43: The objectives of Workshop Stream V on Evaluating Management Effectiveness were perceived as having been successfully addressed.
- Finding 44: Marine issues were perceived as having been addressed to some extent, despite the considerable number of questionnaire respondents who did not perceive the latter as being pertinent to the sessions they attended.
- Finding 45: World Heritage issues were perceived as having been addressed by the majority of questionnaire respondents.

- Finding 46: Communities and Equity issues relevant to management effectiveness evaluation received mixed responses from questionnaire respondents. While some issues were deemed as having been mostly addressed, others received more cautious responses.
- Finding 47: While objectives for Workshop Stream VI, Building a Secure Financial Future, are perceived as having been adequately addressed overall, objectives relating to readily achievable and concrete Outputs were viewed as having been better addressed than those dealing with more abstract or hard to define issues.
- Finding 48: Issues relating to financing and managing Marine Protected Areas were perceived as being moderately addressed.
- Finding 49: While the use of World Heritage status to maximize effectiveness of sustainable financial strategies issues was perceived as having been somewhat addressed, the majority of responses indicate that this issue did not apply to the sessions attended.
- Finding 50: Perceptions regarding the extent to which Communities and Equity issues had been addressed during the Workshop Stream VI were divided – with no clear consensus on its adequacy.
- Finding 51: While objectives for Workshop Stream VII, Building Comprehensive Protected Areas Systems, were mostly addressed, awareness-raising and issue identification were deemed as having been more successful than objectives having to do with the use and application of relevant issues such as managing or developing comprehensive Protected Areas systems.
- Finding 52: Marine issues relative to building Protected Areas systems were perceived as having been addressed to some extent, despite considerable number of questionnaire respondents who did not perceive the latter as being pertinent to the sessions they attended.
- Finding 53: Awareness of the need for transboundary Protected Areas using the World Heritage Convention as a tool for international cooperation was noted as being well addressed by those who felt the issue was pertinent to the sessions they attended.
- Finding 54: Workshop questionnaire respondents were equally divided on the extent to which Communities and Equity issues were addressed or even applicable to the sessions they attended.
- Finding 55: The majority of workshop stream Outputs were achieved.
- Finding 56: Overall, short courses were perceived as being well organized, relevant to the work of participants and effective in increasing participant knowledge and skills in the related subject matter.
- Finding 57: While the World Parks Congress was generally perceived as having been well organized, areas for improvement most cited were the registration process, the on site logistical information needs of participants and the quality of the rooms available for workshop breakout sessions.
- Finding 58: While preparatory events at the regional level are perceived as being useful, the majority of Congress participants did not have the opportunity to attend regional meetings or were unaware that such events were taking place.

- Finding 59: While the WPC Website received a considerable number of visitors and was largely perceived as having been useful to some extent, interview and questionnaire comments suggest that the design of the site made navigating and finding information difficult.
- Finding 60: The WPC literature provided to delegates was perceived as being useful.
- Finding 61: The majority of participants did not use media or press coverage of the Congress to inform themselves about the Congress.
- Finding 62: Congress management and leadership were notably effective in fostering teamwork, demonstrating adaptive crisis management, maintaining a positive environment and securing adequate funds to support the delivery of the Congress.
- Finding 63: Senior management control over the purpose, content and quality of workshops and plenaries was inadequately exercised.
- Finding 64: An overly complex Congress design and Agenda combined with poor on-site information and a lack of coordination between the different parts of the Congress constrained time for discussion and debate within sessions as well as opportunities for informal meetings and/or networking between sessions.
- Finding 65: Donors were not strategically involved in the planning and implementation of the Congress.
- Finding 66: The technical profile of IUCN in many sessions was low.
- Finding 67: Regional involvement in the lead-up to the Congress was perceived as being inadequate.
- Finding 68: The Host Country Agreement was signed too late in the process to ensure adequate clarity of roles and responsibilities and accountability throughout the delivery of the Congress.
- Finding 69: Rapportage, plenaries and symposia benefited from the assignment of clear responsibilities to rapporteurs and plenary senior managers, adequate backup, their ability to respond to last-minute changes and good access to the IT network.
- Finding 70: Staff reported that IUCN senior managers were not sufficiently involved in the early design of the content, quality control and strategic use of the plenaries and symposia.
- Finding 71: The plenaries and symposia were perceived as being too long and the presentations could have been better screened and chaired, with stricter time keeping and more varied use of presentation techniques.
- Finding 72: The leadership and teamwork demonstrated by WCPA and Secretariat staff significantly improved the effectiveness of Congress Output teams assisting in the capturing of delegate input, ensuring stakeholder involvement and solving on-site problems.
- Finding 73: The WPC tried to achieve too many Outputs of varying importance and strategic necessity.
- Finding 74: The development of the WPC Outputs suffered from a late start and a lack of involvement of regional and national offices.
- Finding 75: There were too many simultaneous sessions to properly manage the process of developing the key Outputs and to foster adequate and balanced participation with in-depth discussions on key issues and Outputs.

- Finding 76: The process for the development and approval of Outputs was not perceived to be transparent by many participants and was thus weakened by a perception of lack of credibility.
- Finding 77: Staff observed that the workshop programme included too many parallel workshops and competing sub-sessions with inadequate time in the agenda for participant discussions and debate.
- Finding 78: Workshops that used a range of techniques for presentations and that engaged the audience in interactive discussions of key issues were perceived as having been more successful than those that did not. For the most part, workshops failed to take advantage of interactive learning techniques.
- Finding 79: The use of cross-cutting themes had mixed results and presented logistical difficulties for the Secretariat to adequately support all the sessions equally.
- Finding 80: Where there was good coordination early on in the streams and where clear roles and responsibilities for the team supporting the workshops were established, Outputs were more focused and coherent.
- Finding 81: IUCN regional programmes had limited involvement in the design and development of workshop streams and their input was not well integrated with that of the Commissions, partners and members.
- Finding 82: Effective teamwork was instrumental to the solving of on-site problems and managing the registration process.
- Finding 83: The nomination process and pre Congress registration process were overly complex resulting in considerable inefficiencies for both staff and delegates. Confirmation concerning acceptance and hotel booking details were provided late in too many cases.
- Finding 84: While local arrangements for registration facilities were planned well ahead of time, the registration system was delivered and setup too late in the process to deal effectively with the numbers of delegates and unexpected venue challenges on site.
- Finding 85: The security and efficiency of the registration area were compromised by its location outside of the immediate Congress Centre.
- Finding 86: Despite tight deadlines and adequate lack of planning, a large amount of technical documentation was printed and shipped to the Congress and well received by participants who praised the documentation available on-site.
- Finding 87: Documentation services on-site were hampered by the overly complex design of the Outputs and workshops, lack of adequate coordination and timely delivery of work requirements between the parts of the Congress and inappropriate working space and conditions.
- Finding 88: Documentation staff time and resources were not efficiently used during the Congress.
- Finding 89: Close collaboration by programme communications teams, host country media and the executive team proved useful to the success of WPC communications.
- Finding 90: The broader communication strategy for the WPC was not planned well enough in advance and did not place enough emphasis on IUCN's image and key messages.

- Finding 91: Staff observed a general lack of integration of the communications function within the Congress programme, and between regional and HQ teams.
- Finding 92: The use of IUCN's three official languages was not appropriately balanced.
- Finding 93: The physical separation of media, the communications office and documentation was counterproductive to the efficient and effective use of the communications function overall.
- Finding 94: Good preparation, planning and team work as well as flexibility and good communication flow between staff were key to the success of side meetings, special events, field trips and security.
- Finding 95: While the concept of designing field trips as part of the workshop themes was praised for its conceptual intent, the ability to effectively deliver them was constrained by logistical problems and complexities.
- Finding 96: Inadequacies in defining the roles and responsibilities of the Host Country and IUCN teams as well as communication challenges such as poor signage and lack of up to date information hindered the effectiveness of delivering the side meetings and side events in many cases.
- Finding 97: Despite known security concerns, there was a lack of adequate preparation for these circumstances by the Host Country and Congress management both on-site and off-site to ensure security in the vicinity of hotels.
- Finding 98: While some difficulties were noted in terms of coordination and timely decision making between the Congress organizers and the Host Country, the Exhibition Centre proved to be one of the most successful aspects of the Congress.

Appendix II Evaluation Framework

Evaluation Issues	Major Questions	Sources of Data	Data Collection
Rationale	To what extent is the WPC an appropriate forum for reviewing past experience and setting the Agenda for Protected Areas?	Senior IUCN Mngrs WPC Members All Participants Donors	IUCN Senior Mngrs Interview WPC Organizing Committee Interview Congress Participant Interviews Donor Interviews
	To what extent is the WPC an appropriate forum for influencing African decision-makers?	African Participants Senior IUCN Mngrs WPC Organizing Committee	Congress Participant Interviews IUCN Senior Mngrs Interview WPC Organizing Committee Interview Document Review
	To what extent is the WPC an appropriate vehicle for strengthening multiple stakeholder involvement in Protected Areas?	Senior IUCN Mngrs WPC Organizing Committee All Participants	IUCN Senior Mngrs Interview WPC Organizing Committee Interviews Congress Participant Interviews (sub groups)
	To what extent is the WPC an effective forum for IUCN and the Parks constituencies to advance the strategic objectives of WCPA?	Senior IUCN Mngrs WPC Organizing Committee All Participants	IUCN Senior Mngrs Interview WPC Organizing Committee Interviews Congress Participant Interviews
	To what extent is the WPC an effective forum for IUCN and the Parks constituencies to advance IUCN's Mission and Programming?	Senior IUCN Mngrs WPC Organizing Committee All Participants	IUCN Senior Mngrs Interview WPC Organizing Committee Interviews Congress Participant Interviews
	To what extent was the Congress and its Outputs and products relevant to the key target stakeholder groups:		
	– Protected Area senior managers	Protected Area Senior Managers	Congress Participant Interviews (sub group)
	– Youth	Youth Participants	Congress Participant Interviews (sub group)
	– Indigenous people	Indigenous Participants	Congress Participant Interviews (sub group)
– Private sector, including the ecotourism industry	Private Sector Participants	Congress Participant Interviews (sub group)	

WPC Evaluation Report

Evaluation Issues	Major Questions	Sources of Data	Data Collection
Relevance	To what extent was the Congress and its Outputs and products relevant to participants in advancing their Mission and work programmes;	All Participants	Congress Participant Evaluation Questionnaire Congress Participant Interviews
	To what extent was the Congress and its Outputs and products relevant to the broader challenges of sustainable development including poverty reduction and sustainable livelihoods. (reference the MDGs, other definitions of SD)	Senior IUCN Mngrs All Participants Donors	IUCN Senior Mngrs Interview Congress Participant Interviews Donor Interviews
Effectiveness	How effective was the WPC in achieving its objectives, including:		
	To what extent did the Congress facilitate a review of progress and lessons learned in Protected Areas over the past 10 years?	All Participants Senior IUCN Mngrs WPC Organizing Committee	Congress Participant Evaluation Questionnaire Congress Participant Interviews Senior IUCN Mngrs WPC Organizing Committee Workshop Questionnaires Document Review
	To what extent did the Congress contribute to setting the future Agenda for Protected Areas?	All Participants Senior IUCN Mngrs WPC Organizing Committee	Congress Participant Evaluation Questionnaire Congress Participant Interviews Senior IUCN Mngrs WPC Organizing Committee Workshop Questionnaires Document Review
	To what extent did the Congress contribute to building a more effective constituency for Protected Areas in the 21st Century?	All Participants Senior IUCN Mngrs WPC Organizing Committee	Congress Participants Evaluation Questionnaire Congress Participant Interviews Senior IUCN Mngrs WPC Organizing Committee Workshop Questionnaires Document Review

Evaluation Issues	Major Questions	Sources of Data	Data Collection
Effectiveness (cont'd)	To what extent did the Congress contribute to integrating Protected Areas into the broader sustainable development Agenda?	All Participants Senior IUCN Mngrs WPC Organizing Committee	Congress Participant Evaluation Questionnaire Congress Participant Interviews Senior IUCN Mngrs WPC Organizing Committee Workshop Questionnaires Document Review
	To what extent did the Congress provide technical networking opportunities for professionals working on Protected Areas?	All Participants Senior IUCN Mngrs WPC Organizing Committee	Congress Participant Evaluation Questionnaire Congress Participant Interviews Senior IUCN Mngrs WPC Organizing Committee Workshop Questionnaires Document Review
	To what extent did the WPC meet the needs of:		
	– African stakeholders?	African Participants	Congress Participant Interviews
	– Stakeholders from other regions?	All Participants	Congress Participant Evaluation Questionnaire Congress Participant Interviews
	What benefits from the WPC were participants able to bring back for use or application in their respective regions?	Cross section sample of all participants	
	How effective were the symposia and workshops in achieving their objectives	Workshop organizers Workshop participants Symposia participants WPC Organizing Committee	Congress Participant Interviews Workshop Evaluators' Observations Workshop and Symposia evaluation questionnaires

Evaluation Issues	Major Questions	Sources of Data	Data Collection
Effectiveness (cont'd)	What, if any, were the significant unplanned outcomes of the WPC?	All Participants IUCN Mngrs & Staff Donors Cross section sample of all participants WPC Organizing Committee	Congress Participant Evaluation Questionnaire Congress Participant Interviews Workshop Evaluators' Observations IUCN Senior Mngrs Interview IUCN Mngrs & Staff Questionnaire IUCN Mngrs & Staff Group Debriefing Donor Interviews
Efficiency	What worked / did not work well in the WPC planning and implementation phases?	IUCN Mngrs & Staff WPC Organizing Committee	IUCN Mngrs & Staff Questionnaire IUCN Senior Mngrs Interview IUCN Mngrs & Staff Group Debriefing WPC Organizing Committee Interviews Workshop Evaluators' Observations Workshop Evaluators' Observations
	Were there faster, cheaper, or better ways identified to achieve the same or better results?	IUCN Mngrs & Staff WPC Organizing Committee	IUCN Mngrs & Staff Questionnaire IUCN Senior Mngrs Interview IUCN Mngrs & Staff Group Debriefing WPC Organizing Committee Interviews Workshop Evaluators' Observations Workshop Evaluators' Observations

Appendix III Community Park Evaluation

Note to readers:

A facility called ‘The Community Park’ was sponsored⁸ in the Exhibit Centre of the Congress as a welcoming space where community representatives, indigenous and mobile peoples could meet and discuss the Congress and specific issues of concern to them. The organizers of the Community Park also facilitated an informal evaluation process with participants on the last day of the Congress. They generously provided the results of their evaluation to the IUCN Evaluation Team for inclusion in the overall Congress Evaluation Report. The Community Park evaluation report is included in its entirety here to ensure that all the views of participants are heard.

Tuesday, 16th Sept 2003

Purpose of the Community Park Evaluation:

- To enable WPC delegates, particularly those engaged in Community Park activities, to constructively evaluate the success of the Community Park and the WPC process overall.
- To develop a series of recommendations for future meetings, particularly the forthcoming CBD COP 7 (Convention of Biological Diversity, 7th Conference of the Parties).

Participants in the evaluation were asked:

- 1) What were the highlights / positive aspects of the Community Park and WPC overall?
- 2) Do more communities need to be represented? Were their voices heard?
- 3) What has changed since the last Parks Congress, 10 years ago?
- 4) Were there any negative aspects / concerns?
- 5) What are your recommendations for future events, particularly in view of the forthcoming CBD COP7?

1- What were the highlights / positive aspects?

Highlights / positive feedback on the Community Park:

- The Community Park was excellent with good facilities, particularly the translation provisions.
- The Community Park has been superb – there has been no concrete in my lungs and it felt like a place to belong.
- ‘A particular highlight of the WPC was one of the first meetings held at the Community Park, involving a gathering of representatives from three groups of indigenous peoples. The event was very beautiful, moving and useful to see how many different parts of the world participants had come from.’

⁸ Equator Initiative Partners, Conservation International and TILCEPA. (Equator Initiative Partners included - UNDP, BrasilConnects, the Government of Canada, The German Federal Ministry for Economic Cooperation and Development (BMZ), International Development Research Centre (IDRC), IUCN - The World Conservation Union, The Nature Conservancy, Television Trust for the Environment (TVE), and the United Nations Foundation.)

- Having the Community Park as a base for meeting, sharing ideas, experiences etc. has brought huge value.
- The Community Park has created and catalyzed lots of interaction and opportunities for discussion.
- I would like to express my gratitude to the Community Park for providing an enabling platform.
- The Community Park offered a great opportunity for local communities to come together and put forward issues. The cultural value, integrity and the connection an individual feels to their country is very important and influential on how a country / landscape is cared for.
- The Community Park was very good, enabling community representatives to express themselves, many in their mother tongue. Normally the barriers of language, profession and education can mean that individuals in remote areas are left behind and not represented.
- The events at the Community Park, and WPC overall were very interesting. I will return to my county to inform them of what took place here.

Highlights / positive feedback on the WPC overall:

- A fantastic Congress!
- The participation of indigenous community representatives at the WPC made a huge impact, in terms of changing thinking, making a difference and raising awareness of the need to look at issues beyond the science of protected area management.
- The sheer number of indigenous people who have attended is very impressive, particularly from the Pacific region, a region that is not normally well represented at such events.
- I am very happy that indigenous people from all over the world are here and that I've had the opportunity to share experiences with them.
- The WPC offered opportunities to input into and change congress outcomes.
- The WPC process made it easy to get involved, participate in workshop sessions and have your voice heard.
- The revised WPC outcomes and recommendations have changed substantially, compared with the initial version – particularly with respect to text on indigenous and local community representation. All congress outputs have indigenous, mobile and other local community perspectives integrated, perhaps not as much as ideally but much more than 5 – 10 yrs ago.

2- Do more communities need to be represented? Were their voices heard?

- Community representation was favourable but whether or not the voices were heard is another question.
- The WPC, particularly the Community Park, has done an excellent job of not excluding anyone and ensuring all are welcome.
- A lot of preparatory homework is necessary to identify and ensure the right people are participating. The WPC has been a good beginning but there is still much homework to be done.
- It is remarkable that so many community people have been able to come. This is a credit to the Ad Hoc Indigenous People working group, TILCEPA, Mobile peoples' group etc. Their presence has added much more to the results of the congress. The sheer presence and diversity of people, clothing, languages and cultures demonstrates that there is not just one message to be heard.

- There is a need to facilitate the participation of as many community representatives as possible – these are the voices that will carry weight, rather than those of other people endeavouring to represent the interests of community members.
- I am very happy with what is being achieved in these meetings to enable parks to be defended and conserved, and indigenous talents to be recognized. Participation in more of such meetings is required to reach our goals. We (spoken by a representative of a Peruvian potato farming community) do not want to be left behind, we want to achieve goals and use our rights.
- The WPC has been extremely successful – a success that is a tribute to the commitment of communities who are protecting their territories and conserving biodiversity. The demonstration of such widespread commitment to simultaneously protecting biodiversity, cultures and livelihoods is a very important message for the IUCN General Assembly next year.

3- What has changed since the last Parks Congress, 10 years ago?

- **Participation in the WPC:** Although indigenous people did participate in the last WPC, participation was very marginal. During the last WPC (Caracas, Venezuela), the Venezuelan Government prevented its own indigenous people from attending and many other countries lacked indigenous representation. The issue of indigenous participation is now far more central to protected area management.
- **Participation in Protected Area management:** There needs to be a greater transition to ensure indigenous participation is central to the management of protected areas. Protected Area managers need to ensure the issue is really being addressed and rights are being respected. This issue is far more integral than 10 years ago, creating a good platform for 10 years later.

4- Were there any negative aspects / concerns?

- There was so much going on!
- The WPC streams were pretty hard to follow. It was difficult to feel confident that one was covering more than a small fraction. This was especially true for non-English speaking natives, particularly when trying to participate in a cross-cutting theme.
- The Community Park's packed schedule reduced time available for caucusing, group analysis and reflection on daily events, how the WPC was progressing etc.
- There were instances where indigenous peoples have been wrongfully included into recommendation without adequate consultation. If people are going to be involved in activities within indigenous peoples' territories, consultation with these communities is vital.
- Field-level activities and case studies are not always accurately represented or accredited / attributed when relayed within larger forums such as the WPC. To ensure case studies are appropriately represented, community representatives who are directly involved need to participate in conferences and convey the information themselves. This concept is just what the Community Park seeks to facilitate – it is necessary on a much larger scale.
- Two major issues were not adequately covered: Agrobiodiversity and Livestock breeds.
- There was concern that the WPC's message was 'forests should be conserved within parks and seeds within gene pools'. This system will not work as it alienates people from biodiversity. Conservation needs to be decentralized. The value of farmer-farmer seed networks as a means of conserving a huge variety of local, traditional crops at relatively little expense requires much more recognition.

5- What are your recommendations for future events?

Recommendations on issues that need to be addressed more thoroughly:

- The important role of traditional healers and the value of biodiversity for medicinal plant supplies within protected areas.
- Agro-biodiversity and Livestock breeds.
- The crucial role of traditional customs and ancestral conservation methodologies, especially in the preservation of native plant and livestock varieties.
- The importance of ancestral roots, rights and property, particularly regarding inheritance and sacred sites.
- International solidarity is listening to and sharing pain, not only success.
- ‘We need to carefully listen to each others’ stories and realize that there are differences and different issues that need to be addressed, even within a country. Gains are being made but prices sometimes have to be paid for these.’
- Building capacities for the future: ‘We need to invest in building capacities for the future and determine the nature of tools and knowledge currently being transmitted to children from communities in and around protected areas. For example how can traditional and modern knowledge / technologies be appropriately combined? What are the needs of these communities? What is the nature of (environmental) education being provided within farming communities?’
- Moving forward requires the resolution of past grievances in order to move beyond these. National governments should be encouraged to resolve these issues within each of their respective territories, to secure trust and build future relationships on a firm foundation. This issue was been raised a number of times throughout the WPC, particularly during the Community Parks Global-Local Leaders dialogue (Thursday 11th September).

Recommendations on process, particularly on the participation of community representatives:

- Encourage many more farmers, fishers and others who have not been able to come. The participation of more representatives from each of these groups needs to be facilitated, strengthening the voice of community based conservation much more.
- The Community Park should offer more space and time for self-organized initiatives, not just pre-planned events.
- The international community, particularly IUCN, needs to address how to facilitate more widespread involvement of indigenous peoples, regardless of their profession, education level etc. This may require building capacity in skills that enable involvement – for example advocacy, education and management skills.
- IUCN and the international community should mainstream the Community Park concept and space. The Community Park should not be in a separate location but a legitimate, integral component of the ‘official’ process and space that is given due acknowledgement and respect. This would avoid concerns from Community Park participants that, by being based within the Community Park, they were missing out on proceedings within the main Conference Centre.

