

World Parks Congress Evaluation

Individual Workshop Stream Evaluation Reports

Workshop IV: Developing the Capacity to Manage Protected Areas

Prepared by IUCN and
Universal Management Group



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A c r o n y m s

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| AP | Areas Protegidas / Aires Protégées (PA in English) |
| IUCN | The World Conservation Union |
| NGO | Non-Governmental Organization |
| PA | Protected Area |
| WCPA | World Commission on Protected Areas |
| WPC | World Parks Congress |

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1. Introduction

Seven major Workshop Streams and their associated sub-sessions provided a major part of the substantive technical discussions at the World Parks Congress in Durban in September 2003. For three full days close to 2,800 participants attended seven major workshop streams and the many associated sub-sessions and short courses. The streams were:

- 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

Issues related to three cross cutting themes - Marine Protected Areas, World Heritage and Communities and Equity - were integrated into each workshop stream.

General feedback on the effectiveness of the workshops streams was obtained through the overall Congress evaluation questionnaire and from interviews with participants. Detailed feedback on the profile of workshop participants and on their perceptions of how well the workshops addressed their objectives was obtained from evaluation questionnaires administered in each workshop stream as well as most of their associated short courses.

A summary of the evaluation results for each workshop stream appears in the overall Evaluation report. This report contains both the summary of overall workshop evaluation results (Section One) as well as the complete evaluation results for Workshop Stream IV: Developing the Capacity to Manage Protected Areas (Section Two).

This detailed report is provided mainly for use by the respective Workshop Stream Leaders and associated managers and organizers who may find the complete data analysis useful in reflecting on how well they met their objectives and what improvements they might wish to make for future Congress workshops.

Section One: Overall Workshop Results

Section Two: Specific Workshop Evaluation Results for Workshop Stream IV: Developing the Capacity to Manage Protected Areas

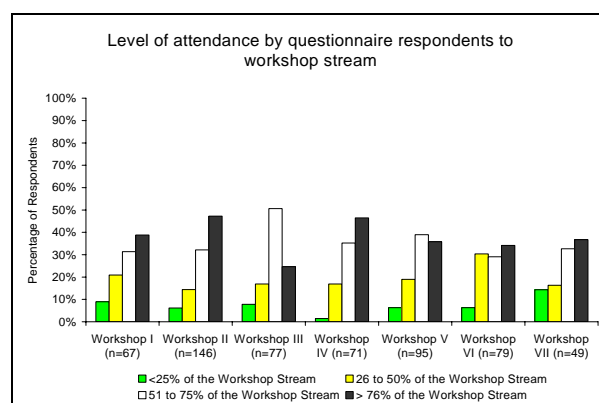
2. Overall Workshop Evaluation Results

This section reports on the overall effectiveness of the workshop streams. In all, there were seven workshop streams with multiple breakout sessions¹.

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 2.1). Consequently, the findings presented herein are deemed representative of the general perspectives expressed by the most active participants.

Exhibit 2.1 Attendance to Workshop Stream



2.1 Overview of Workshop Streams

Finding 1: 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 2.2). 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 2.3), comments noted in areas for improvement suggest that there is a need for better coordination and focus between the breakout

¹ 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.

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.

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 2.2 Organization of the Workshop Streams

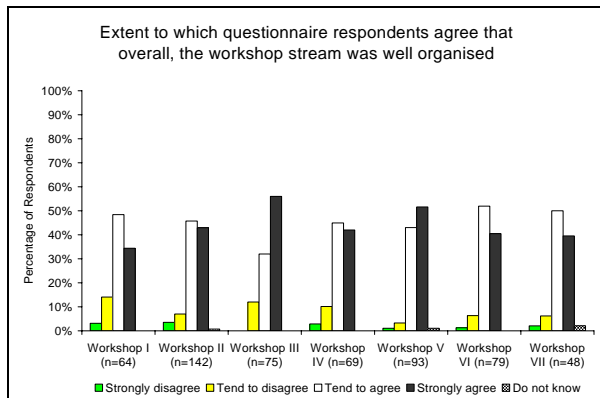
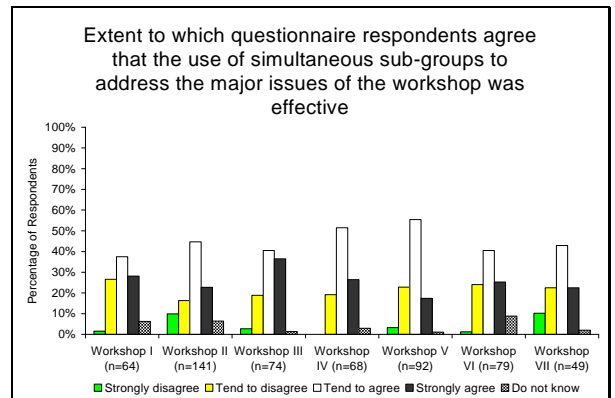


Exhibit 2.3 Simultaneous Breakout Sessions



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 2.4 and Exhibit 2.5). 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 2.6). Similarly, over 80% observed that the workshop stream(s) they attended adequately identified key challenges and issues (see Exhibit 2.7), 30% indicated that the level of debate was adequate (see Exhibit 2.8), and another 40% tended to agree. Concern was raised by others that issues and lessons were not sufficiently addressed (see Exhibit 2.9).

Exhibit 2.4 Workshop Objectives

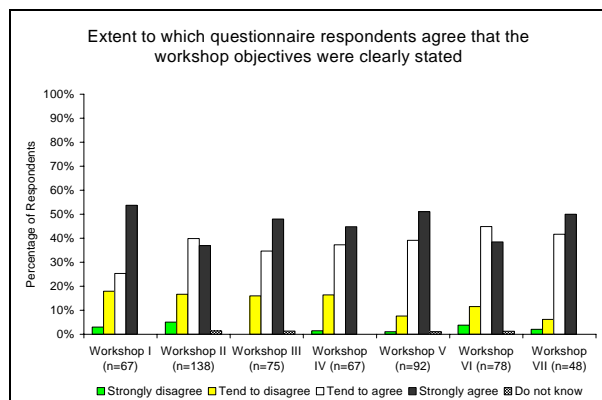
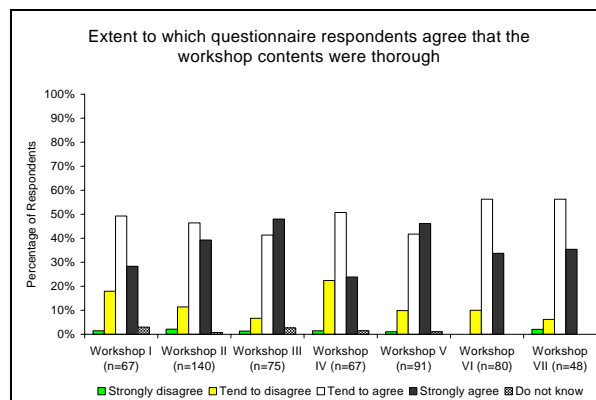


Exhibit 2.5 Workshop Contents



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.

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)

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.

Exhibit 2.6 Key Issues in Workshop Stream

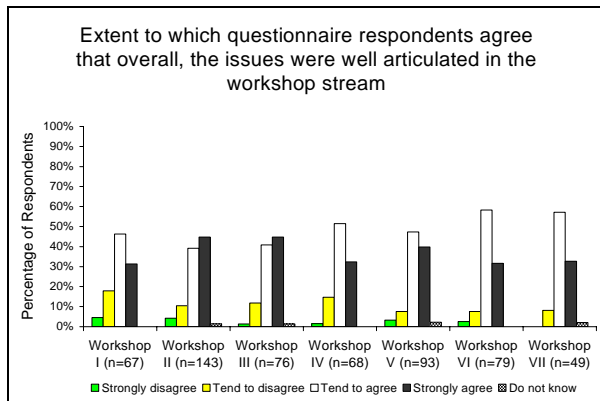


Exhibit 2.7 Workshop Effectiveness in Identifying Key Challenges and Issues

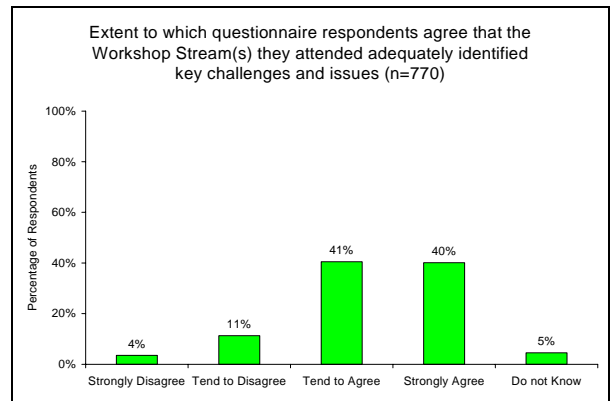


Exhibit 2.8 Level of Debate to Address Key Issues

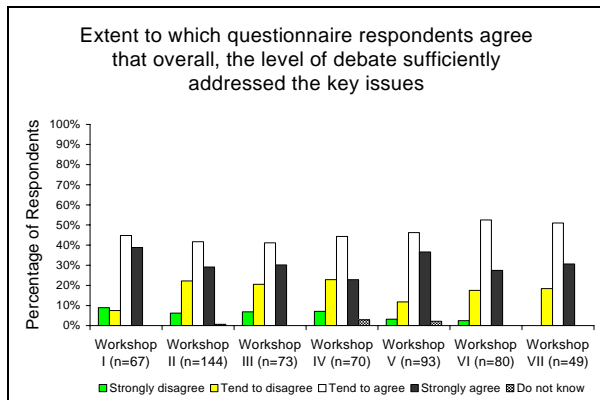
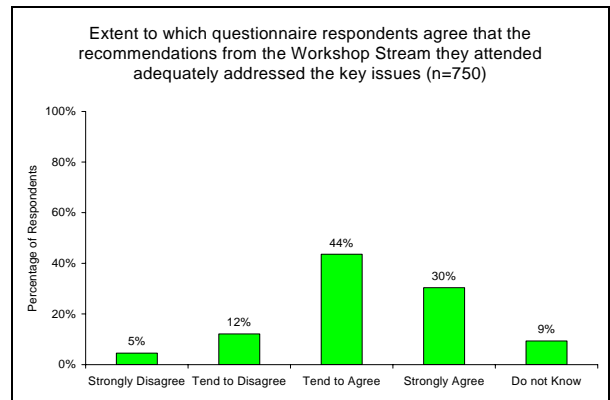


Exhibit 2.9 Workshop Stream Recommendations' Effectiveness in Addressing Key Issues



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 2: 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 2.10) 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 2.11). 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 2.10 Effectively Chaired Workshops

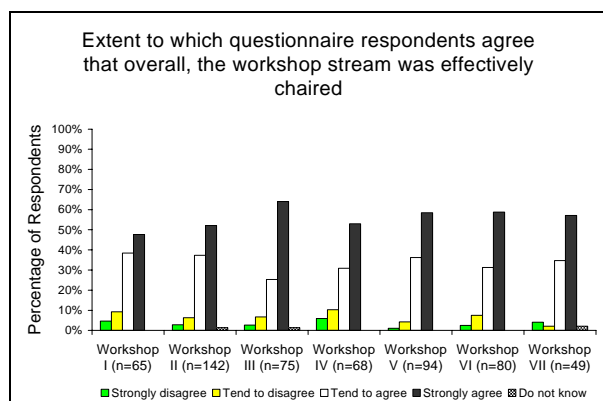
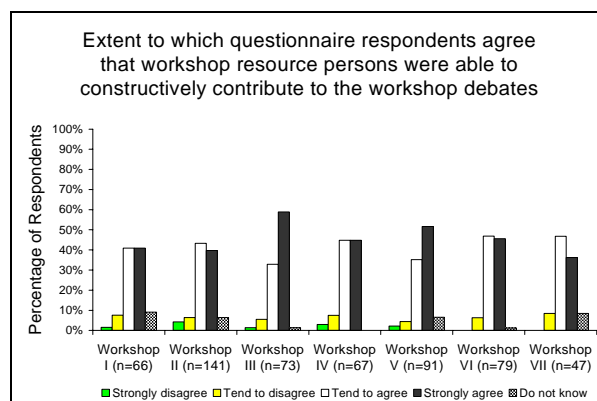


Exhibit 2.11 Resource Person Contributions



Finding 3: 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 average², over 90% of survey respondents indicated that the workshop they attended had enhanced their knowledge and understanding of the topics discussed (see Exhibit 2.12), that the stream issues were directly relevant to their work (see Exhibit 2.13) and that the knowledge and skills gained would be useful to their respective organizations (see Exhibit 2.14).

² Average based on responses from the seven workshop streams. The lowest value noted was 86% and the highest was 96%.

Exhibit 2.12 Knowledge of Topics Discussed

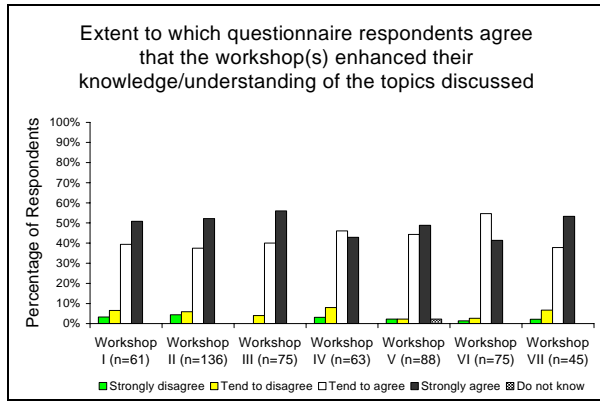
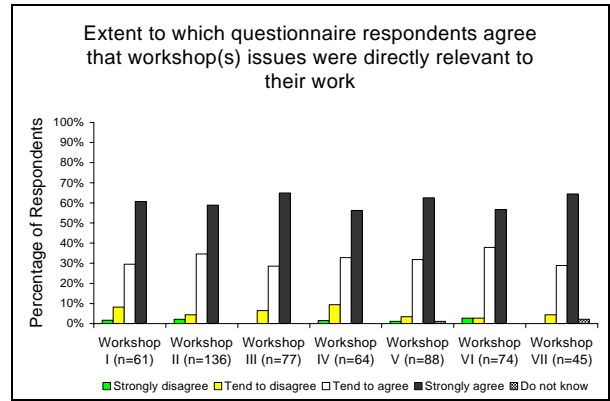
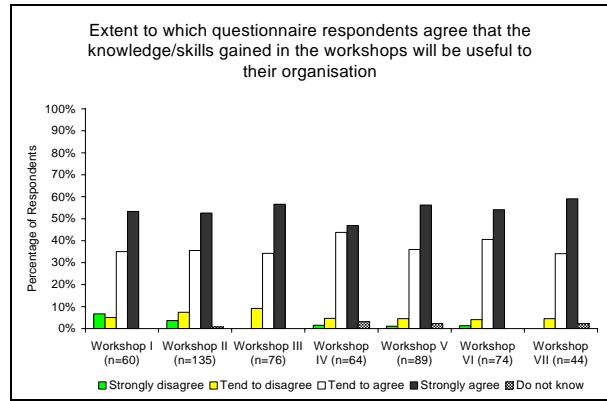


Exhibit 2.13 Workshop Relevance



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 2.14 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 paises 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.”

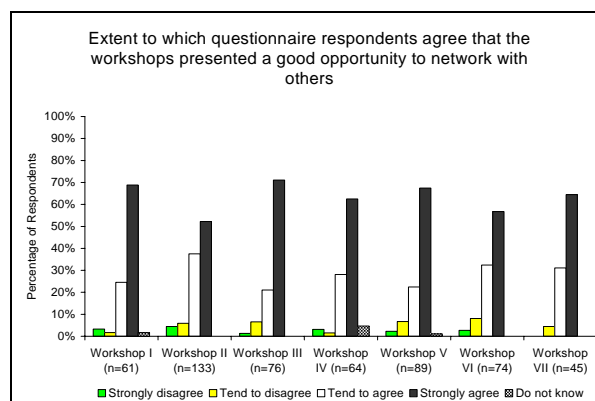
“Various topics such as: “case studies,” “lessons learned,” “finance tools,” “management effectiveness,” “ecological integrity,” etc.”

Finding 4: The workshop streams were highly effective in providing networking opportunities to participants.

Exhibit 2.15 Networking Opportunities

More than 89% of all questionnaire respondents indicated that the workshop they attended provided a good opportunity to network with others (see Exhibit 2.15). 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



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 2.16). Similar results were obtained for the contributions of the workshop streams towards the Convention on Biological Diversity (see Exhibit 2.17) and the advancement of the Protected Areas Agenda (see Exhibit 2.18).

Exhibit 2.16 Contributions to the Durban Accord and Action Plan

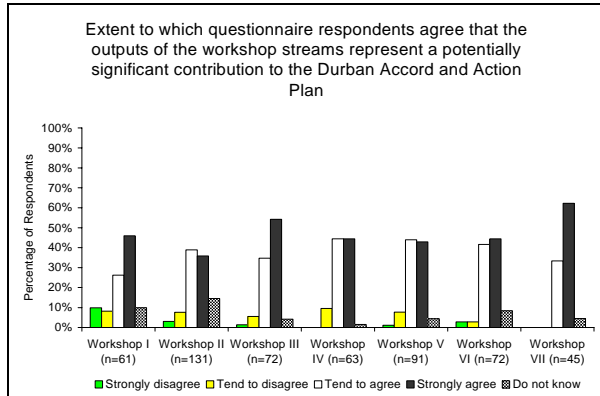
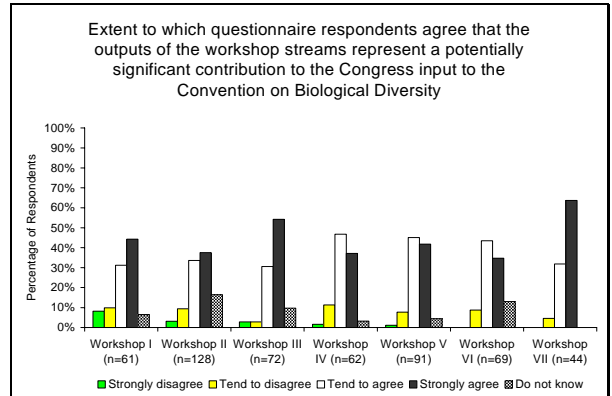
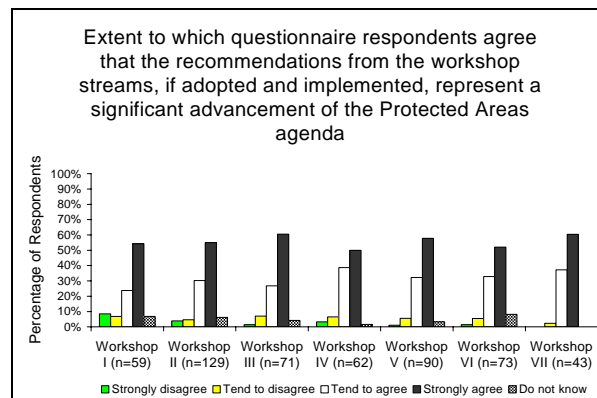


Exhibit 2.17 Contributions to the Convention on Biological Diversity



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 2.18 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 5: 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 2.19). 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 2.20).

Exhibit 2.19 Meeting Expectations

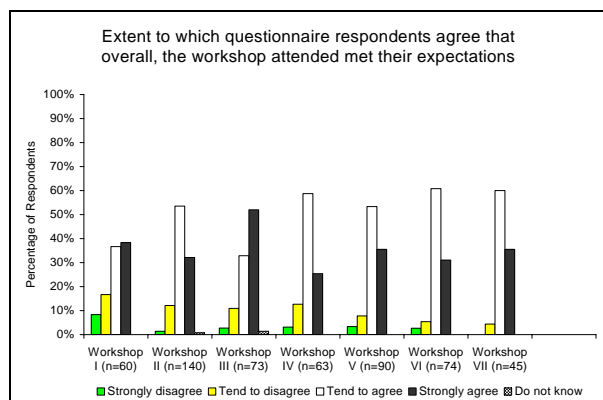
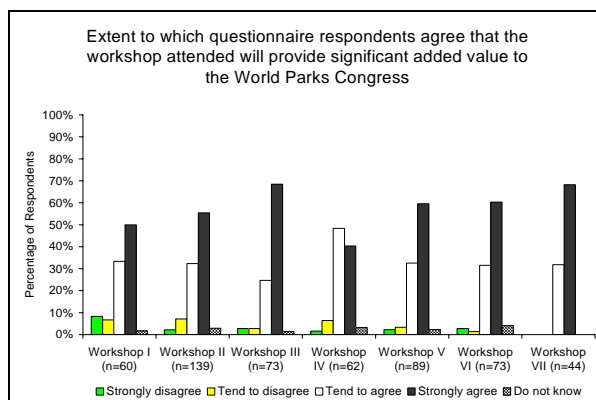


Exhibit 2.20 Added Value to the World Parks Congress



3. Specific Workshop Evaluation Results for Workshop Stream IV

3.1 Workshop IV Objectives

Finding 6: 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 3.1). 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 3.2). 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 3.3).

Exhibit 3.1 Critical Capacity Needs in the Face of Global Change

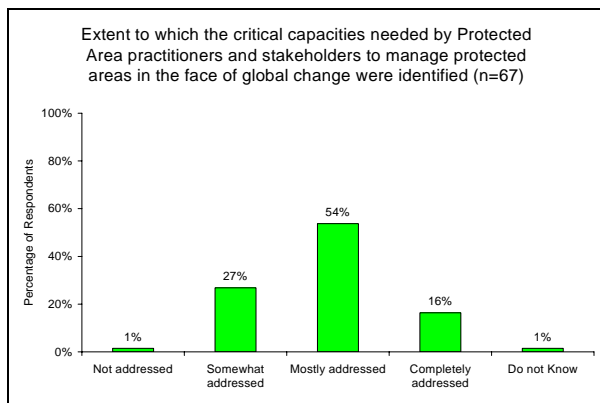


Exhibit 3.2 Approaches, Tools and Methodologies for Developing Capacities

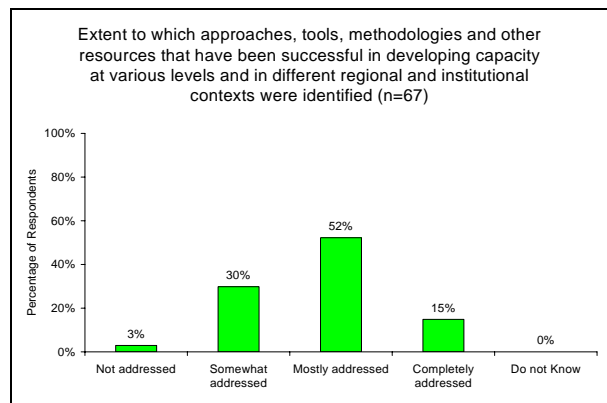
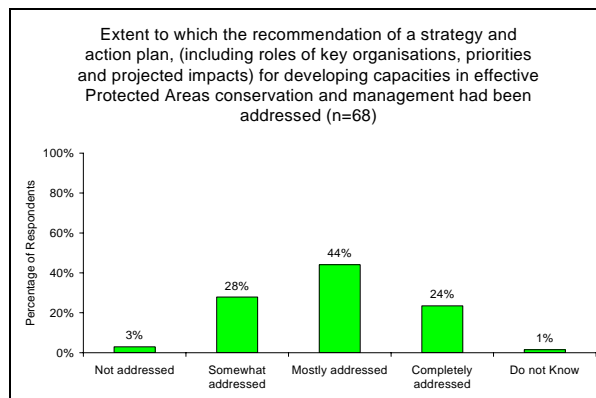


Exhibit 3.3 Strategy and Action Plan for Developing Capacities

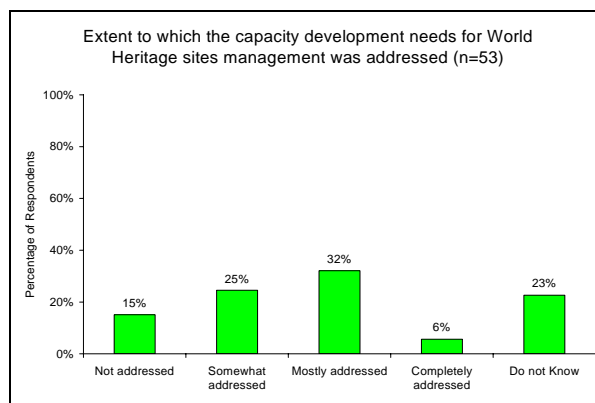


3.2 Workshop IV Cross-Cutting Themes

Finding 7: 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 3.4).

Exhibit 3.4 Capacity Development Needs of World Heritage Sites



Finding 8: 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 3.5). 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 3.6).

Exhibit 3.5 Innovative Community-Based Capacity Building Approaches

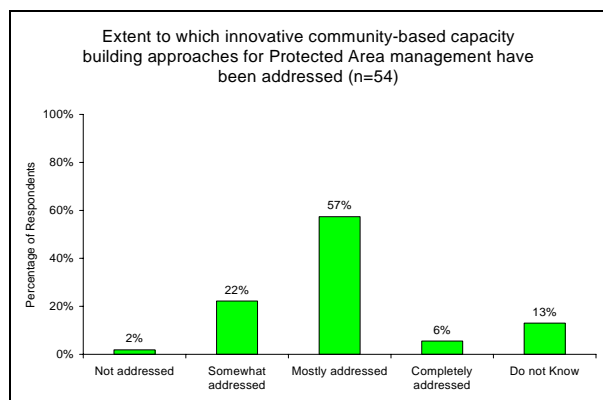
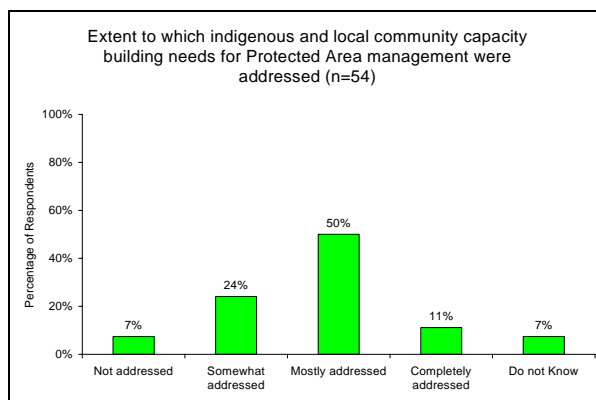


Exhibit 3.6 Indigenous and Local Community Capacity Building Needs



3.3 Profile of Workshop Stream IV Participants

The following section presents information relative to the description of the workshop participants. Exhibit 3.7 and 3.8 provides the sex ratio and affiliation of workshop participants; Exhibits 3.9 and Exhibits 3.10 describe the respective professional qualifications of the participants and the region in which they work; Exhibit 3.11 details the approximate level of attendance and Exhibit 3.12 provides an overview of what participants attended.

Exhibit 3.7 Sex Ratio of Workshop Participants

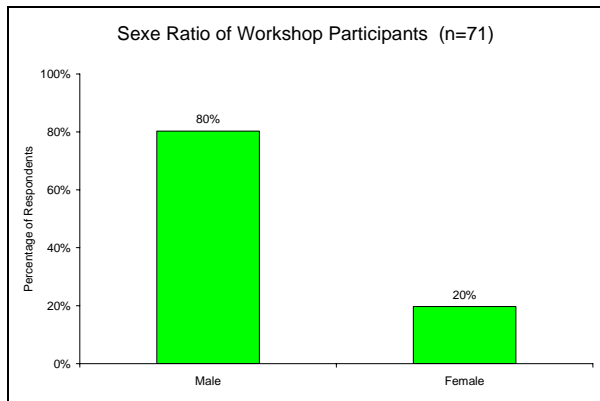


Exhibit 3.8 Affiliation of Workshop Participants

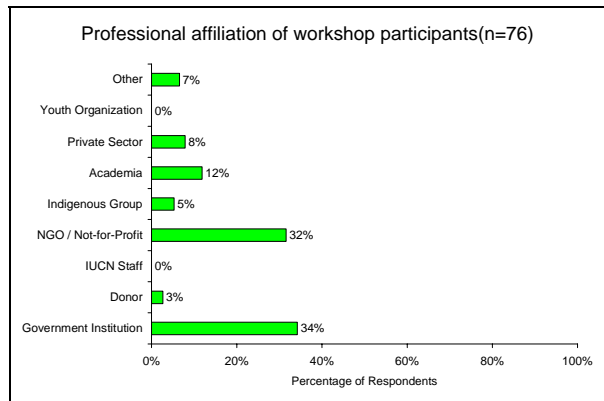


Exhibit 3.9 Protected Area Versus Non-Protected Area Professionals

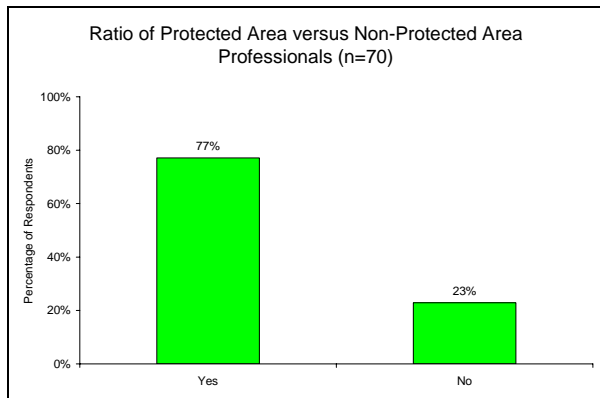


Exhibit 3.10 WCPA Regional Representation of Workshop Participants

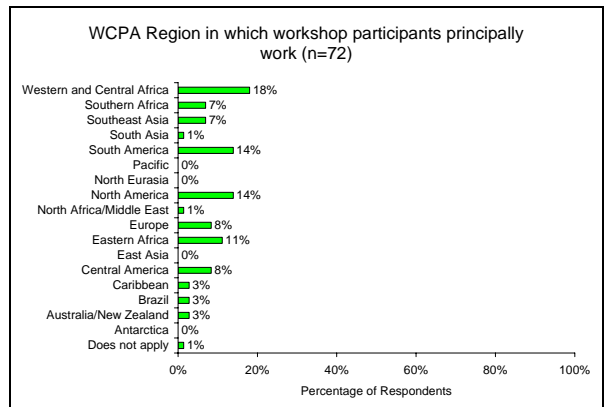


Exhibit 3.11 Level of Attendance

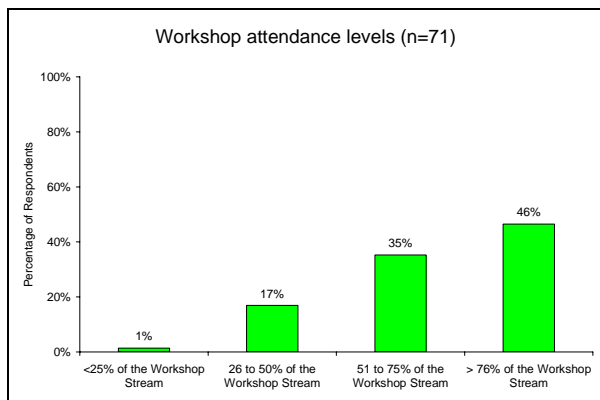


Exhibit 3.12 Sessions / Working Groups Attended

