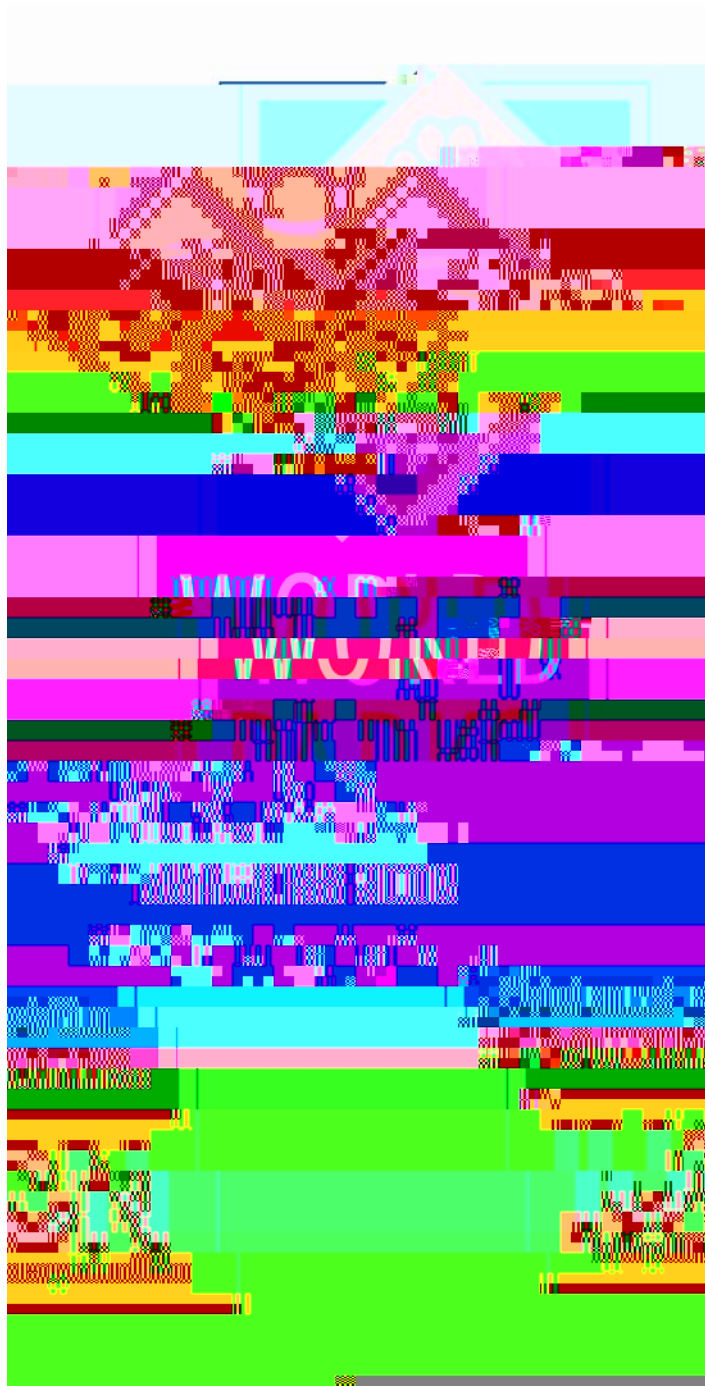


Prepared by IUCN
and Universalis
Management Group

February 2004



Founded in 1948, The World Conservation Union brings together States, government agencies and a diverse range of non-governmental organizations in a unique world partnership: over 1000 members in all, spread across some 140 countries.

As a Union, IUCN seeks to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

The World Conservation Union builds on the strengths of its members, networks and partners to enhance their capacity and to support global alliances to safeguard natural resources at local, regional and global levels.

The mandate of the Monitoring & Evaluation Initiative is to establish a Monitoring & Evaluation System for IUCN that:

- Supports learning, improvement and accountability through regular reviews of the relevance, effectiveness, efficiency and impact of IUCN's work at project, programme and organizational level;
- Promotes a learning culture of self-assessment, reflection and internal review as well as external reviews;
- Provides training and capacity building for IUCN managers in evaluation and self-assessment.
- Supports the implementation of the IUCN Evaluation Policy

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 re

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.

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

p 6 6 7

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

More efficient use of documentation and translation resources, as well as improvements to the

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.

4)

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

1. Introduction

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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.

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.

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.

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

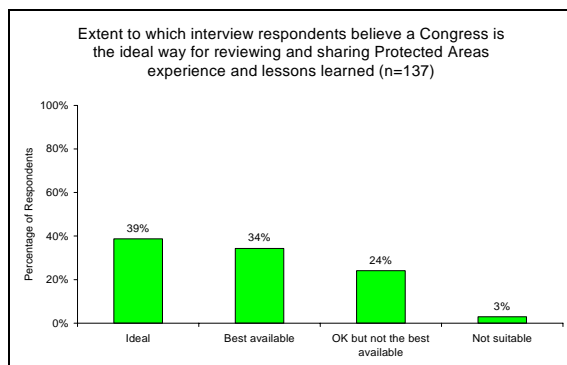
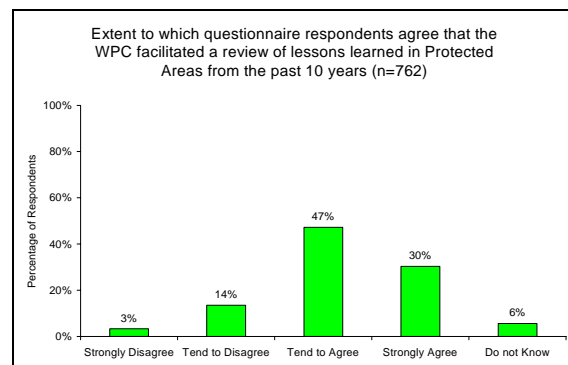
not dominate. This decision entailed a reduction in the possible number of interviews that could be administered for the two regions that had the largest representation at the Congress.

- *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).

-

Region	Total No. Participants by WPC Region
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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.

Exhibit 2.1 An Ideal Way of Reviewing Experiences /Lessons Learned**Exhibit 2.2 WPC Facilitation of Lessons Learned**

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.

Exhibit 2.3 Setting the Protected Areas Agenda (Participants)

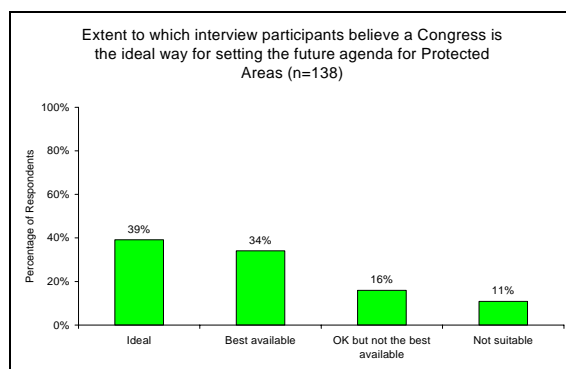
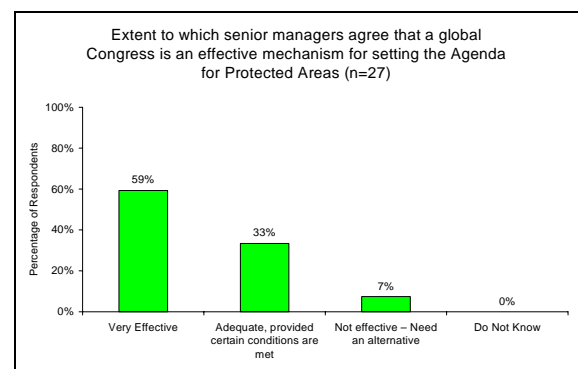


Exhibit 2.4 Setting the Protected Areas Agenda (Senior Managers)



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.

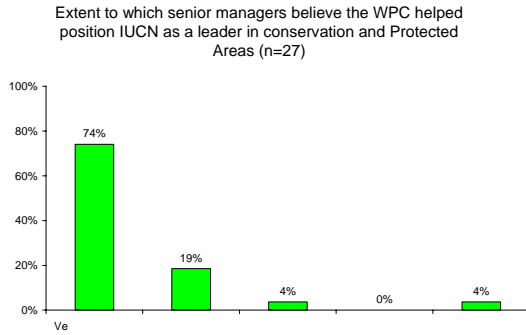
While most interview respondents tended to acknowledge that the WPC was an appropriate forum for influencing African decision-makers, opinions were largely based on the fact that the Congress was held in an African country. Subsequently, it remains difficult to

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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



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.

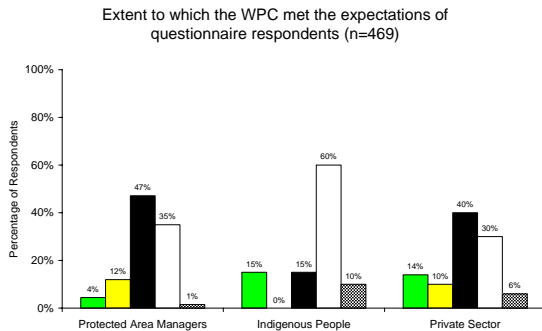
Finding 7: The World Parks Congress was perceived as being relevant by key stakeholder groups (Protected Area Managers, Indigenous People and the Private Sector) in terms of the extent to which the Congress met their expectations and that their participation will be beneficial to their Protected Areas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



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 k6.08 T61 (Tw48n7)-9.1.0057 Twe

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

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

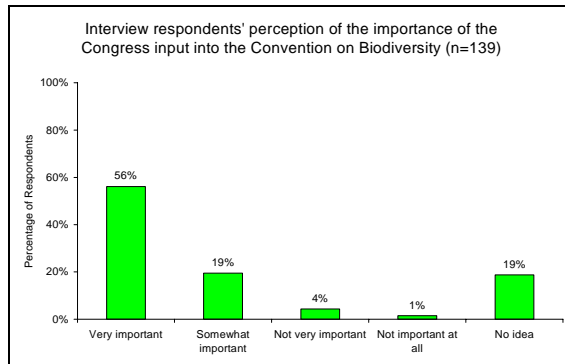
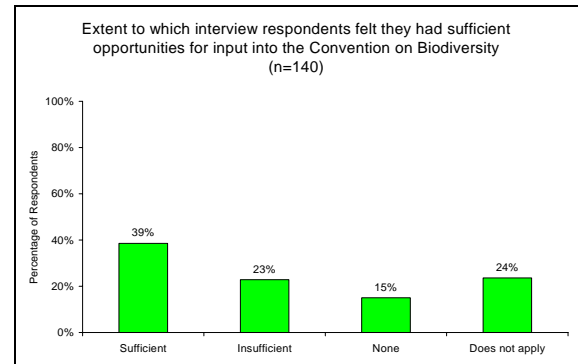


Exhibit 3.11 Opportunities for Contribution to the Congress Input into the CBD



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.

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

Extent to which interview respondents felt they had sufficient opportunities for input into the Congress Recommendations (n=140)

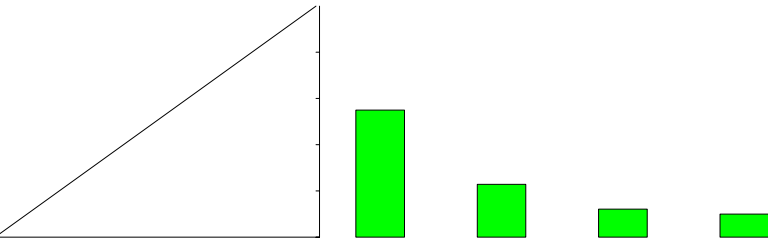


Exhibit 3.13 Recommendations Adequately Identify and Address Key Challenges and Issues

WPC Evaluation Report

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

Exhibit 4.5 Workshop Stream Challenges and Issues

Exhibit 4.6 Forward Looking Agenda for the Protected Areas Community

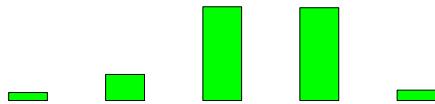
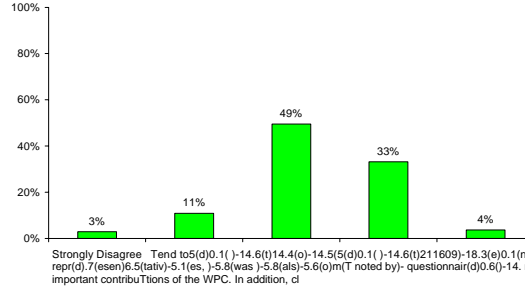


Exhibit 4.7 Benefits Beyond Boundaries

Extent to which questionnaire respondents agree that the WPC was successful in demonstrating the "Benefits beyond Boundaries" of Protected Areas (n=764)



Extent to which questionnaire respondents agree that the WPC was successful in demonstrating the "Benefits beyond Boundaries" of Protected Areas (n=764)

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

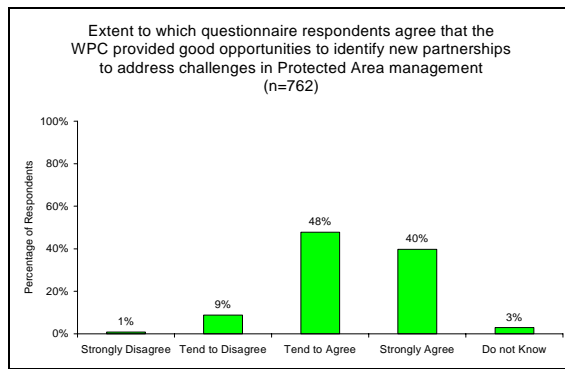
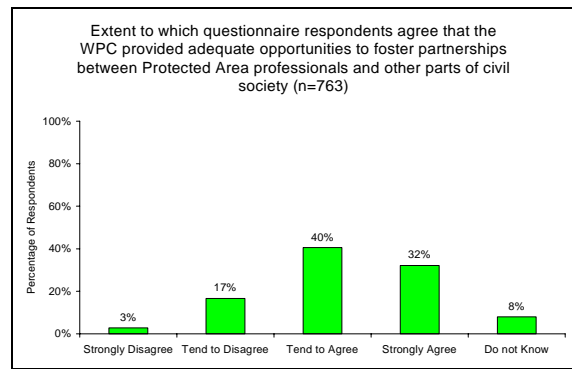


Exhibit 4.11 Opportunities for Fostering Partnerships with Civil Society



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

Exhibit 4.12 Broader Sustainable Development Agenda (Questionnaire Respondents)

Exhibit 4.13 Sustainable Livelihoods

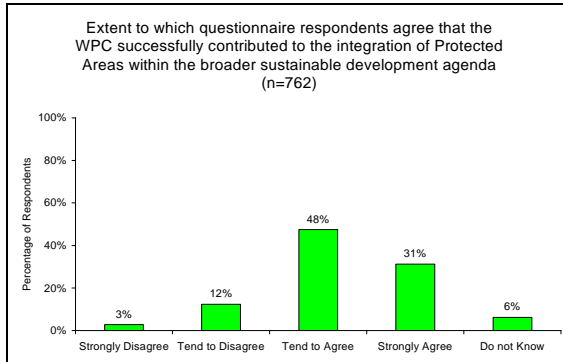


Exhibit 4.18 Addressing Social and Economic Issues

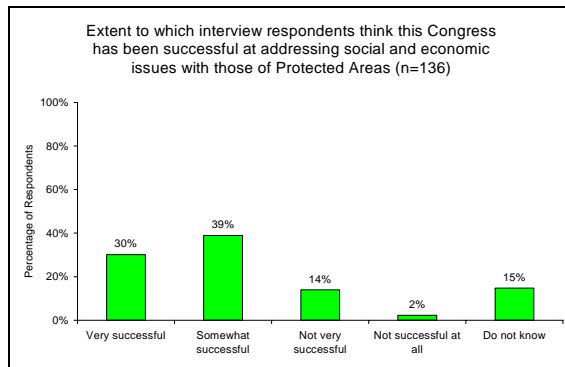
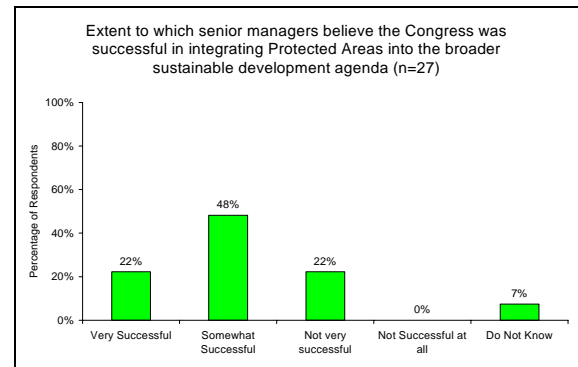


Exhibit 4.19 Broader Sustainable Development Agenda (Senior Manager Respondents)



Finding 18:

Exhibit 4.22 Learned or Gained Something Useful

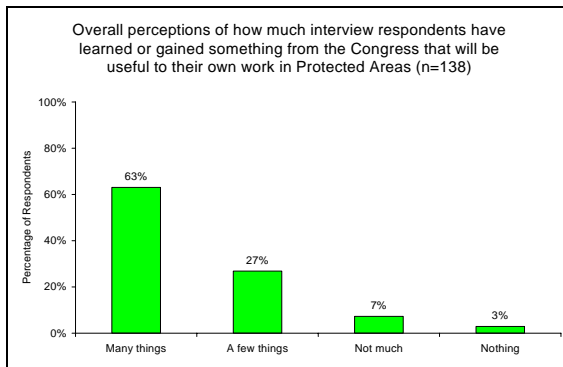


Exhibit 4.23 Met Participant Expectations

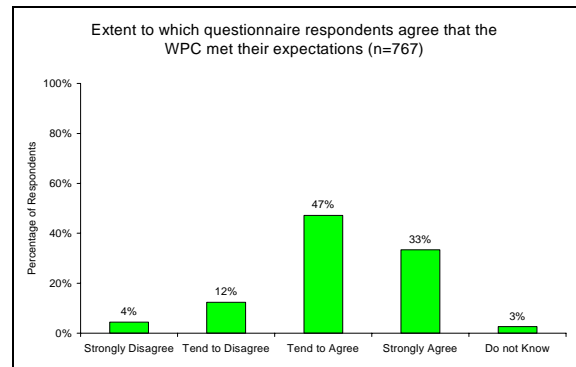
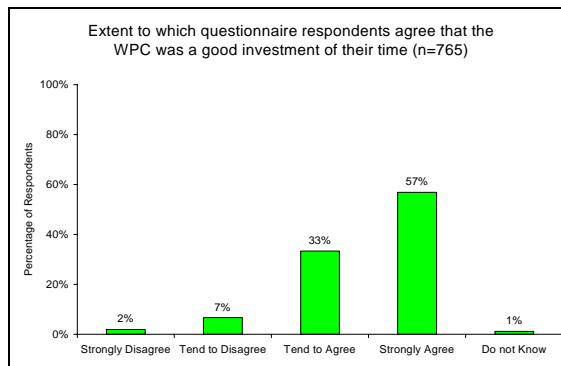


Exhibit 4.24 The WPC Was a Good Investment of Time



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.

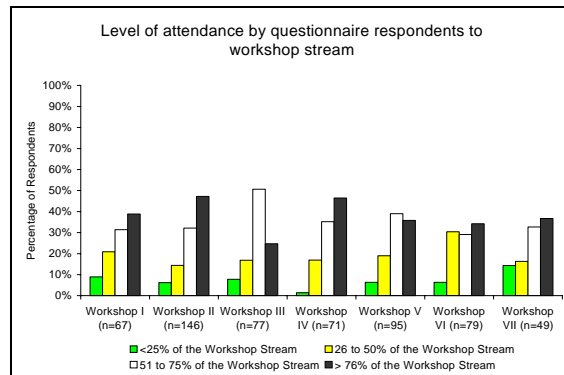
Finding 21:

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

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



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.

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

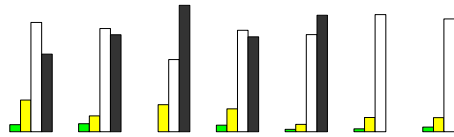
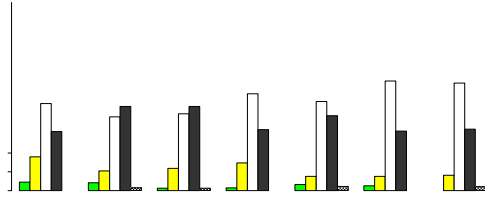


Exhibit 5.6 Key Issues in Workshop Stream

Exhibit 5.7 Workshop Effectiveness in Identifying Key Challenges and Issues



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

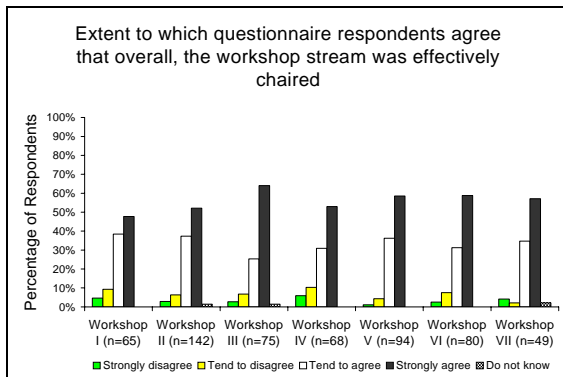
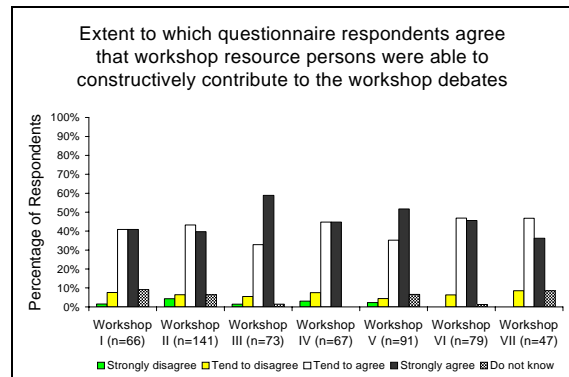


Exhibit 5.11 Resource Person Contributions



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

Extent to which questionnaire respondents agree

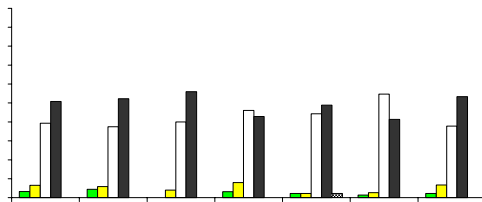
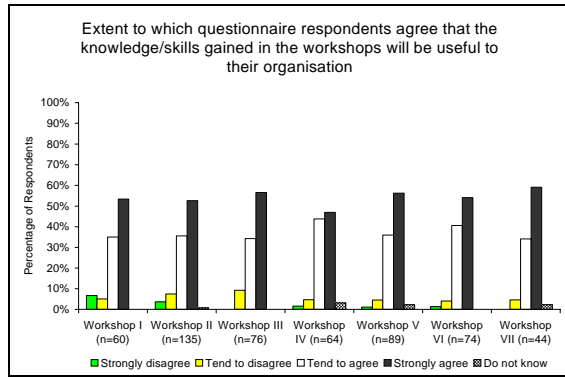


Exhibit 5.13 Workshop Relevance

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 5.14 Knowledge Usefulness for my Organization



Finding 25: The workshop streams were highly effective

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

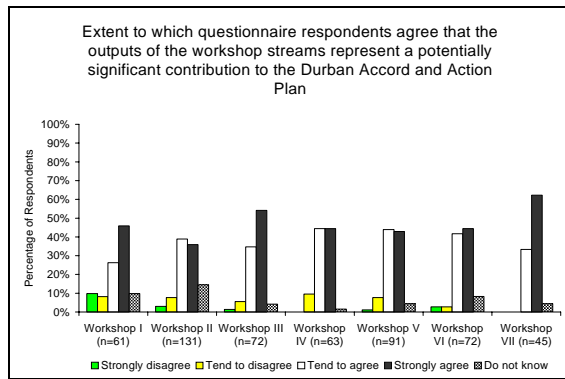
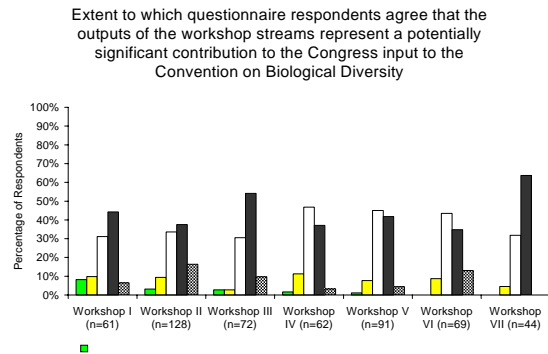


Exhibit 5.17 Contributions to the Convention on Biological Diversity



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

Exhibit 5.18 Contributions to the Advancement of the Protected Areas Agenda

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.

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.

Exhibit 6.3 Role of Linkages in Strategic Planning and Adaptive Management

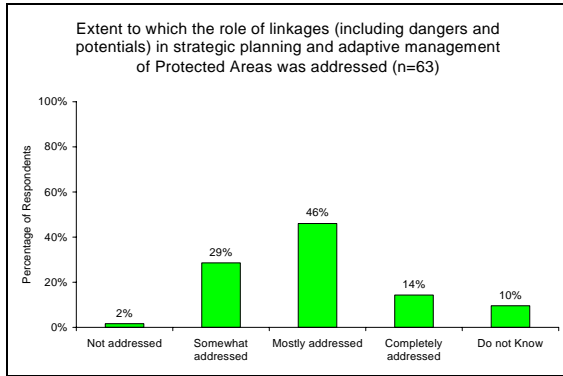


Exhibit 6.4 Identifying Stakeholders Involved in Linkages

370.273(%0 4.1750.57483.7793ss)-1320%

Exhibit 6.6 Planning Ecological Linkages in the Landscape & Seascape

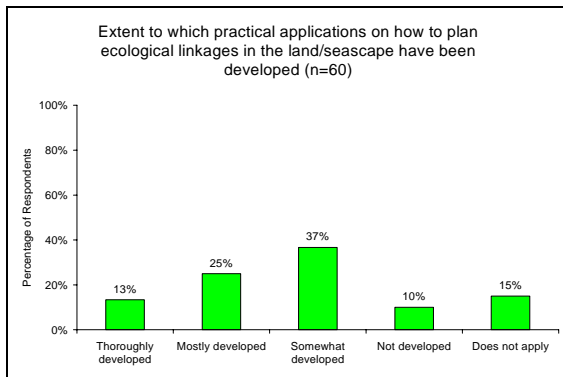


Exhibit 6.7 Protecting Landscapes & Seascapes

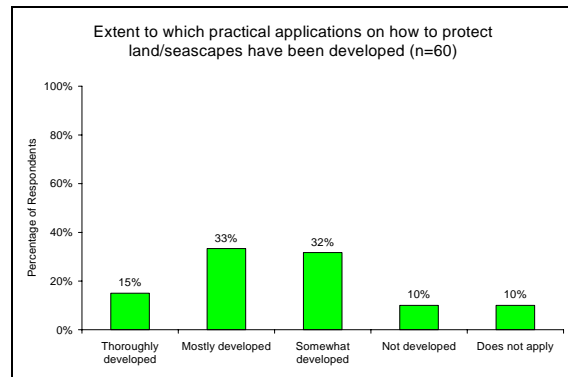


Exhibit 6.8 Understanding Cultural Linkages

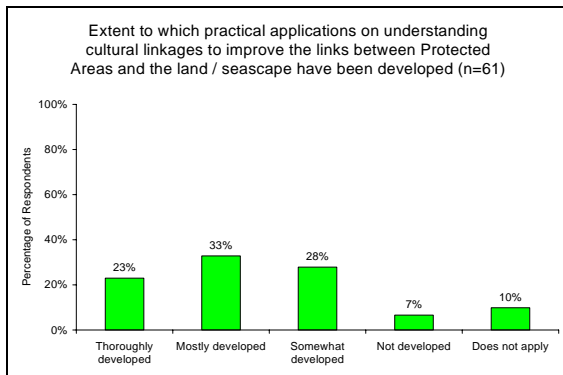
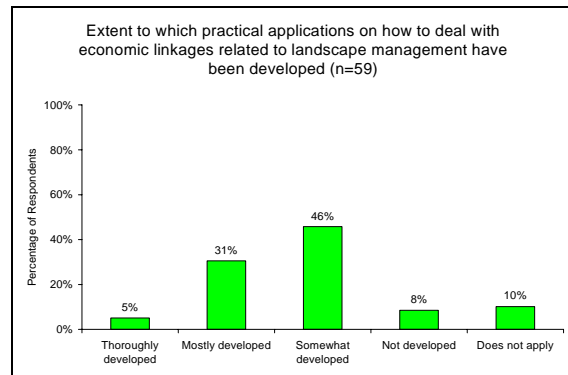


Exhibit 6.9 Dealing with Economic Linkages



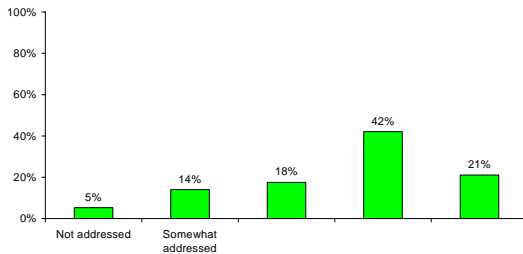
Finding 31: While the role of communities in protecting land/seascapes was perceived as being well addressed, issues relevant to human-wildlife conflict and mobile peoples were not seen as having been as thorough.

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

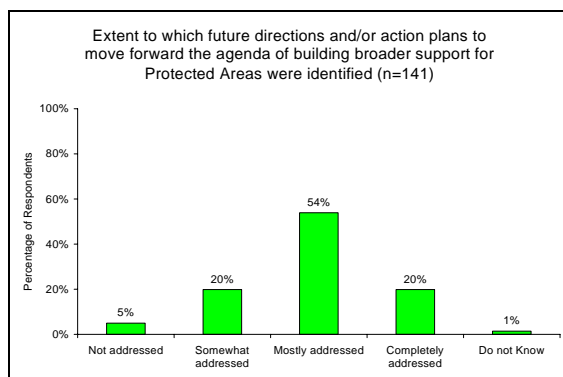
Extent to which the Communities and Equity cross-cutting theme was addressed with respect to the roles of communities in protected land/seascapes from involvement to management (n=57)



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 another 14.8% and 13.6% respectively perceived these

Exhibit 6.21 Identification of Future Directions and/or Action Plan



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 for

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

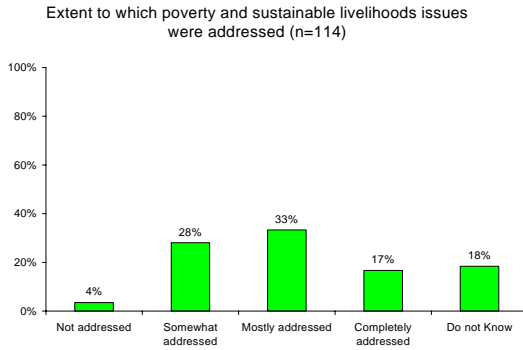
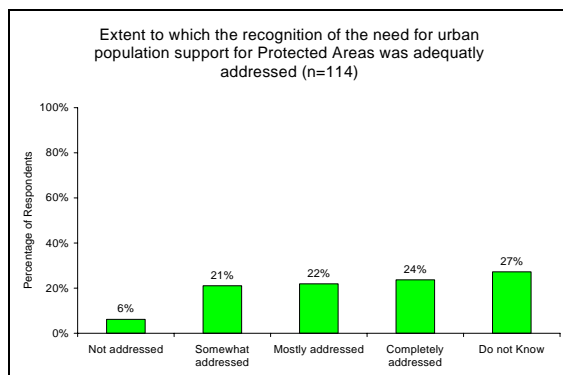


Exhibit 6.28 The Need for Urban Population Support

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

Exhibit 6.29 Review of Protected Area Governance Types

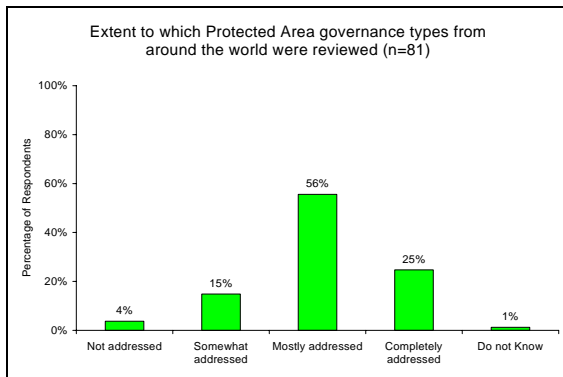


Exhibit 6.30 The Provision of Insights and Tools to Improve Protected Areas Governance

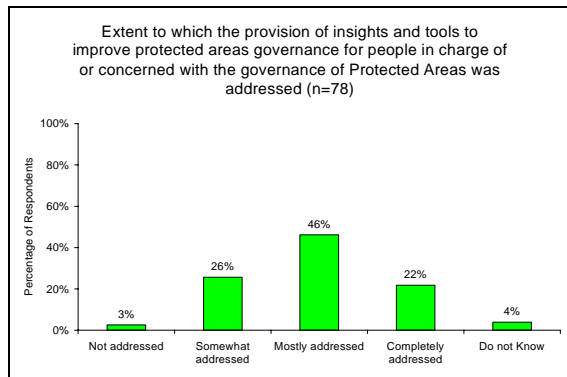


Exhibit 6.31 Approaches to Evaluating Governance

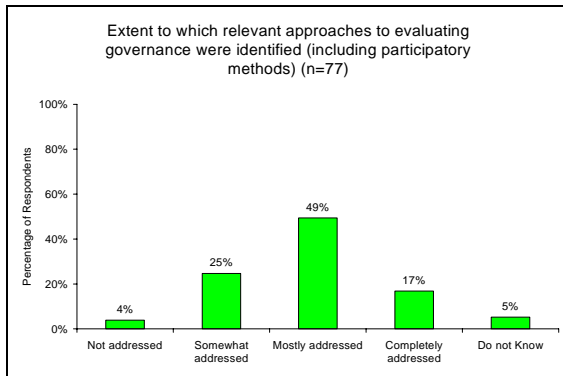


Exhibit 6.32 Presentation of a Governance Typology

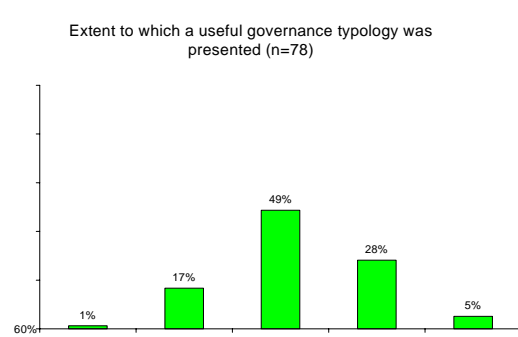
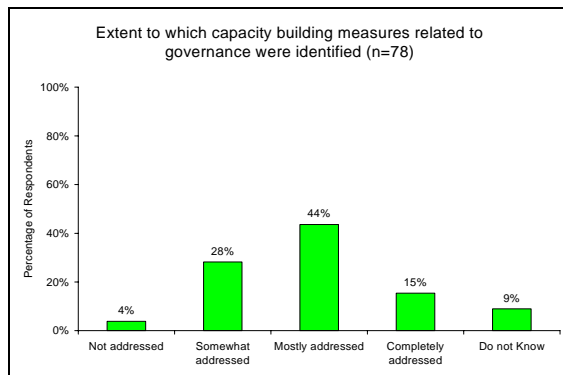


Exhibit 6.35 Identification of Capacity-Building Measures



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

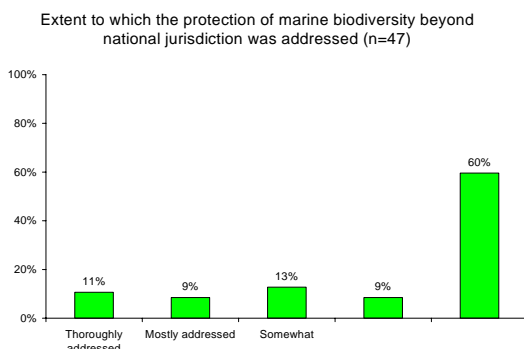


Exhibit 6.38 Management and Economic Sustainability of Marine Protected Areas

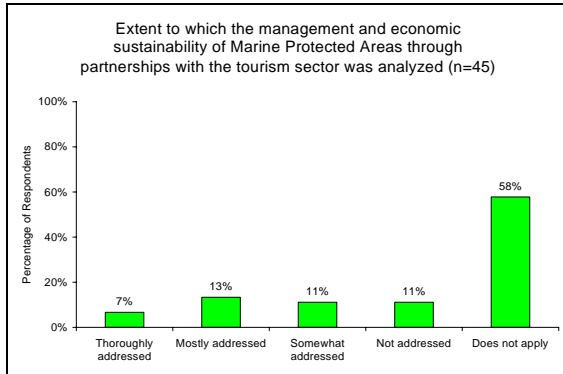


Exhibit 6.39 Creation of High Seas Protected Areas

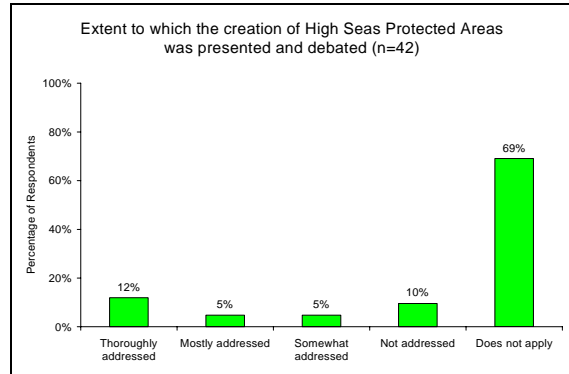
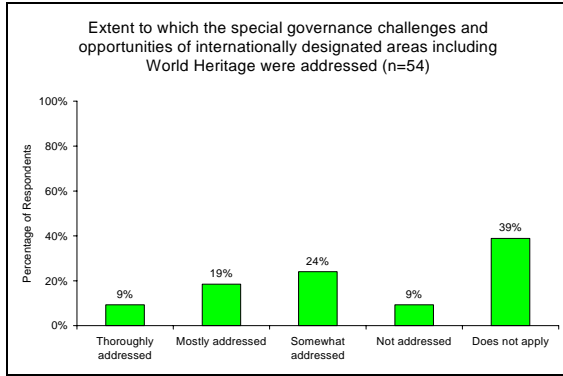


Exhibit 6.41 Governance Challenges and Opportunities of World Heritage Areas



100%

Exhibit 6.42 Governance Challenges and Opportunities in International Environmental Conventions

80%

60%

40%

20%

s an(ha3.5(i-0.4(ai))1)71-0.4(11.s an(vn)-1022(t)13(anhal)86.e hal)86

Thoroughly
addressed

Mostl

Exhibit 6.44 Indigenous Peoples and Local Community Management of Protected Areas

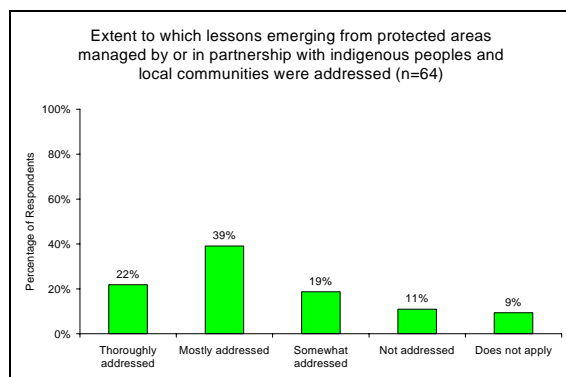
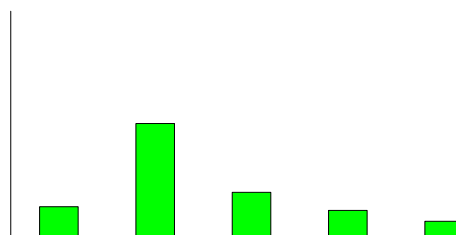


Exhibit 6.45 Alternative Governance Approaches



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

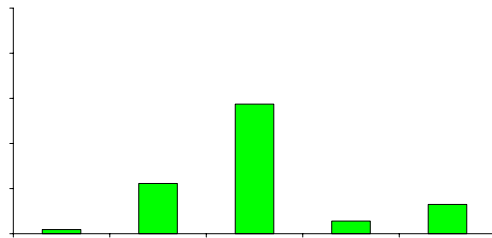


Exhibit 6.53 Lessons Learned in Conducting Assessments of Management Effectiveness

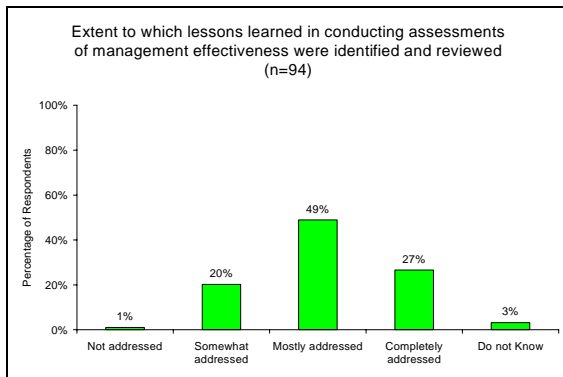


Exhibit 6.54 Recommendations on Management Effectiveness

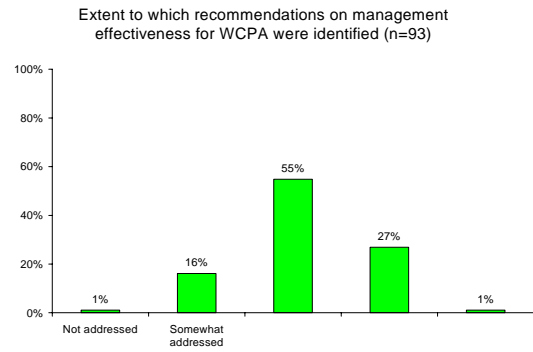
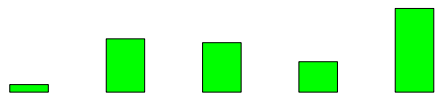


Exhibit 6.57 Evaluating Management Effectiveness of Marine Protected Areas

Exhibit 6.58 Lessons Learned from Capacity Building Processes



Finding 46: Communities and Equity issues relevant to management effectiveness evaluation received mixed responses from questionnaire

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)

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

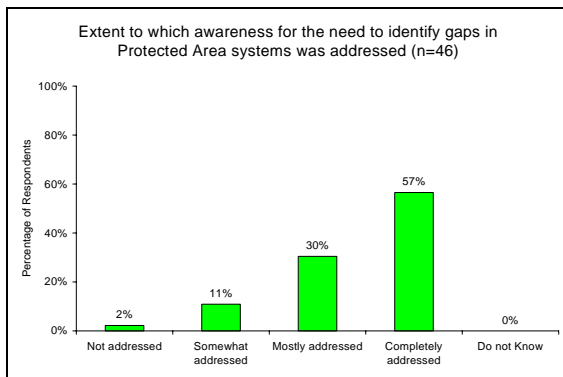
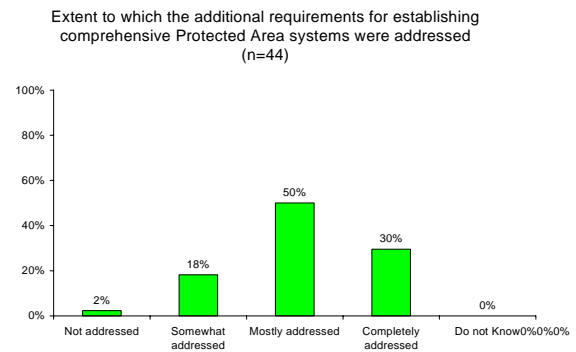


Exhibit 6.76 Requirements for Establishing Comprehensive Protected Areas System



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

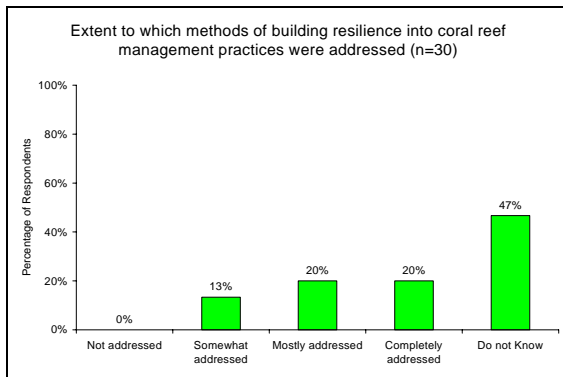


Exhibit 6.80 Guideline/Tool Kit for Application of Resilience in Marine Protected Areas

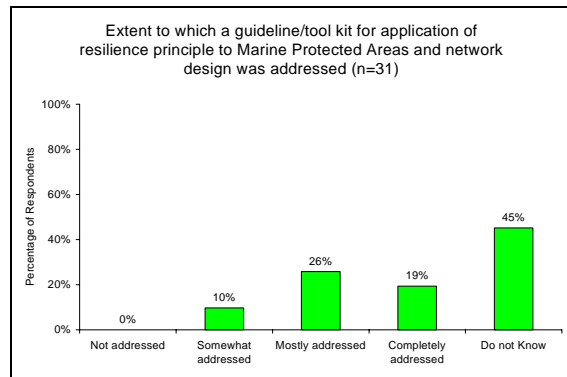
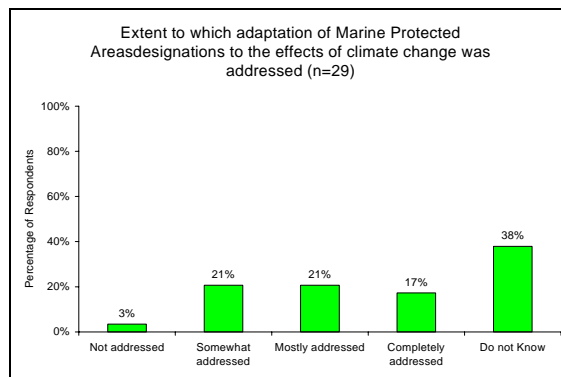


Exhibit 6.81 Effects of Climate Change



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

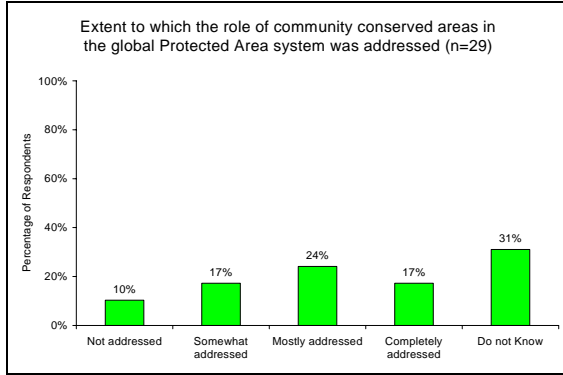


Exhibit 6.83 Community Lands and Resources in Bioregional Corridors

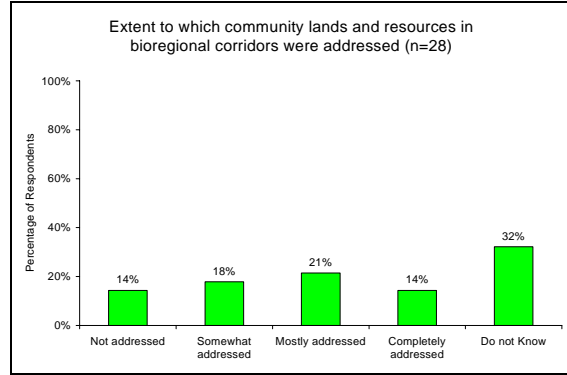
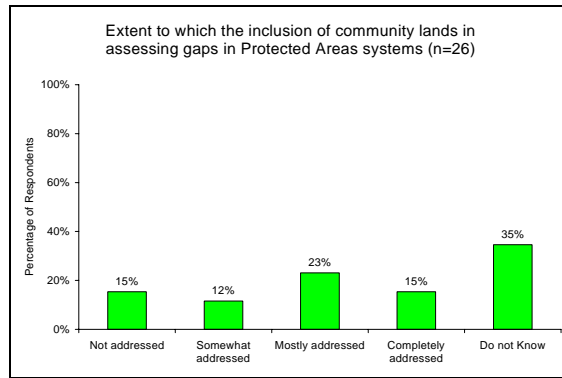


Exhibit 6.84 Community Lands in Assessing Gaps in Protected Areas Systems



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

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.”

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.

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 8.7 Adequacy of Work Spaces for Small Group Meetings

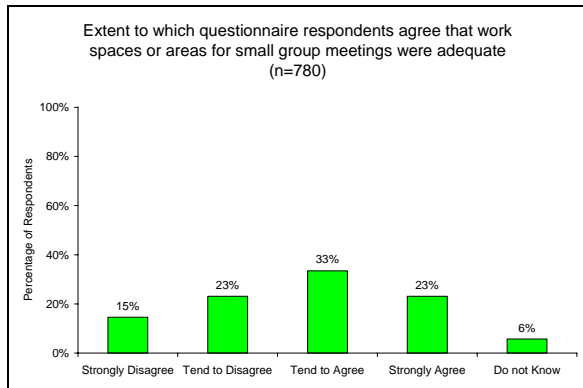
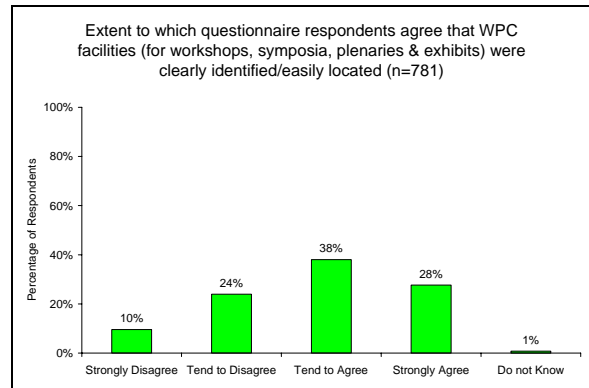


Exhibit 8.8 Identification and Location of WPC Facilities



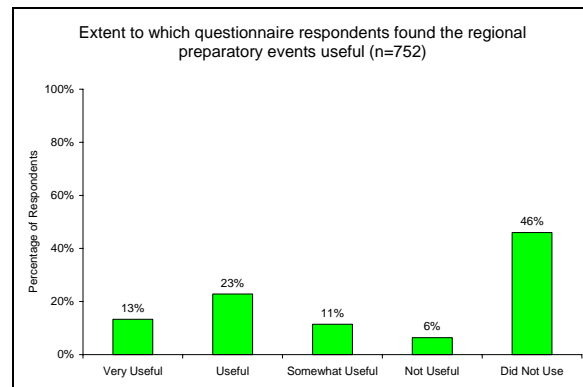
In terms of the participant accommodations, more than 84% of q.7(% of)-1(.o% o of)97.o%21ef538.74 528.6 0.48 -en0.48 -a4

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 importanc

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.

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

- 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

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.

Finding 86: Despite tight deadlines and adequate lack of planning, a large amount of technical

Finding 87: Finding (ment)-Techn22(t)47.2(f)-11m)47.2eia4 11(7(fl 11(n))-4, sta4 11(f-2.1(if).5(a sd1)47.2 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 coordination7(tly)-10c0sd1o051 Tur3,nnwo reghh ce-1(n)5b)4.

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

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:

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.

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

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

- 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.
-
- 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 ca

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

- 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.

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 WCPA members.

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).

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-

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.

Strategic Issues

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.

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

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 ndieA9.h(D p)8e 8(wa1-17.en n.)(0

- 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 address4a0.0012 adn oth
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- 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 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 int.5(of)-7.9()TJ18.528 -1.1558 TD0.0003

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

Appendix II Evaluation Framework

Evaluation Issues	Major Questions	Sources of Data	Data Collection
	<p>To what extent is the WPC an appropriate forum for reviewing past experience and setting the AgeT0rience a0 S0 -a39ni136IUan a3CN1(m)-7Mn712(gr.0001 Tc-0814ues)-7.9(ndix II)05alPCtent7(Memb9) 1212(r/Imce s)4(.0001 Tc-082o)5.sxperience a19aAll</p>		

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
	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
stake WPN0.5(ici)10339.3 162 30.s

Appendix III Community Park Evaluation

A facility called 'The Community Park' was sponsored⁸ in the Exhibit Centre of the Congress as Tw68 welcoming Tw68spwhere coity representatives, indigene Tw68poples comeet and discs the Congress and specific issues of concern to them. The organizers of the Community Park also facilitated an inomal evaluation pro 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 re included in its entirety here to ensure that all the views of participants are heard.

- To enable WPC delegates, particularly Tw68thosaged in Community Park activities, to constructively evaluate the success of the Coity Park and the WPC process ov
- To develop a series of commendations for future meetings, particularly the forthcoming CBD COP 7 (Convention of Biological Diversity, 7th Conference of the Parties).

- 1) What were the hghghts / psitive asp o the Community Park and
- 2) Do more communities need to be represented? Were their voices heard?
- 3) What has changed since the last Parks Cog, 10ears ago
- 4) Were there any ngative aspects / cocern
- 5) What are your recommendations for future events, particularly in view of the forthcoming CBD COP7

- The Community Park was excellent with good facilities, particularly the translation provisions.
- The Community Park has been supehere has been no concrete in my it felt like a place to belong.
- 'A partiulhighlight of the WPC was one of the first meetings held at the Community Park, involving a gathering of representatives from three group of indigenos peoples. The event was very beautiful, moving and useful to see how many different parts of the world participants had come from.'

⁸ Equatotive Partners, Conserion Intetiona and TILCEPA. (Equatoia Partners inuded - UNDP, BrasilConnects, the Goernment of Canada, The German Federal MnistryEconomic Cooption and Development (BMZ),national Development Research Cent (IDRC),CN - The Worl Conservation Union, The Nature Conservancy, Televiion Trust for the EnvironmentTVE),the Unitd 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.
-
- 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

- 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.

- **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.

- 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

