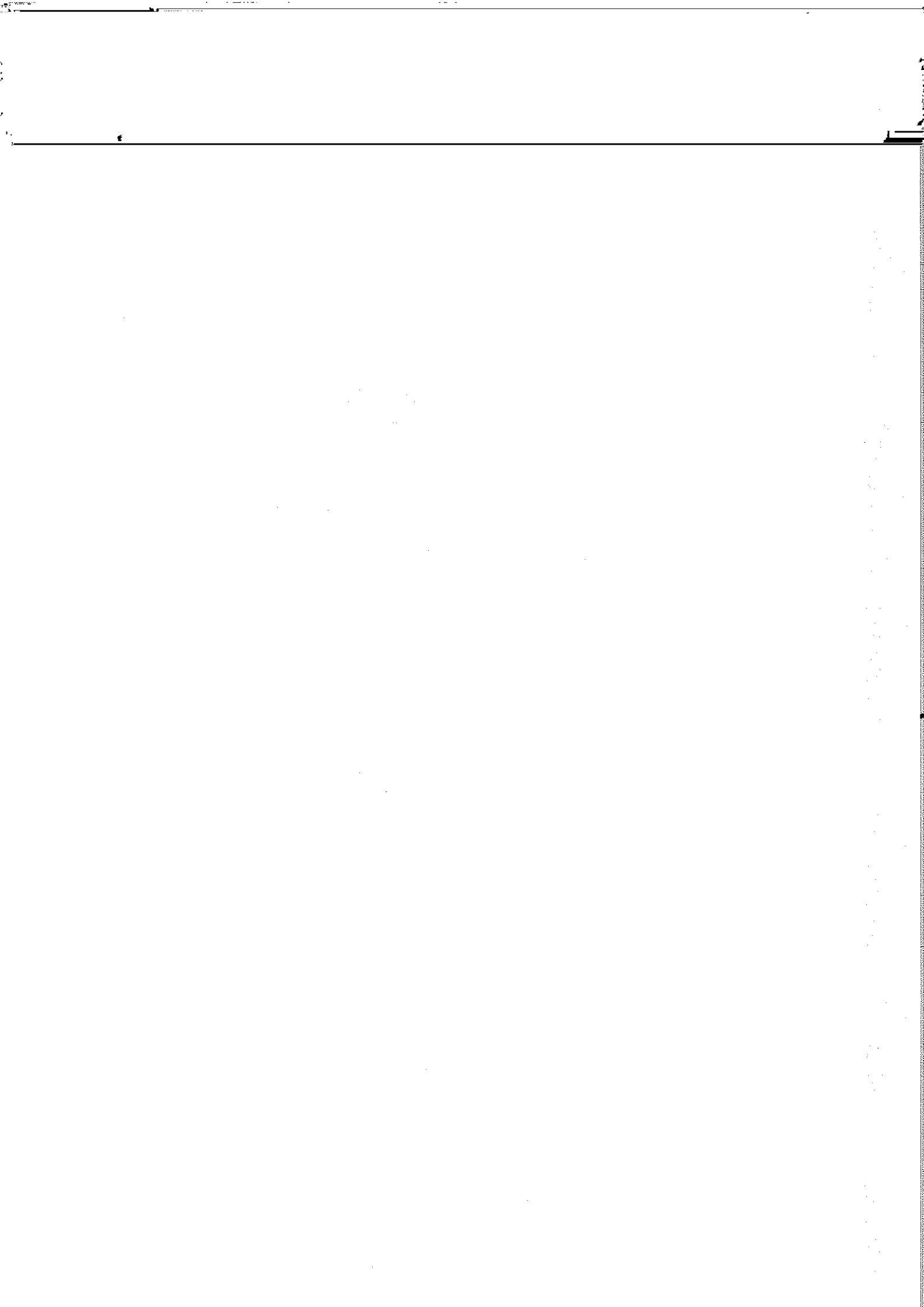


**PROTECTED AREAS INTO THE 21ST CENTURY:  
FOR PEOPLE AND THE ENVIRONMENT**

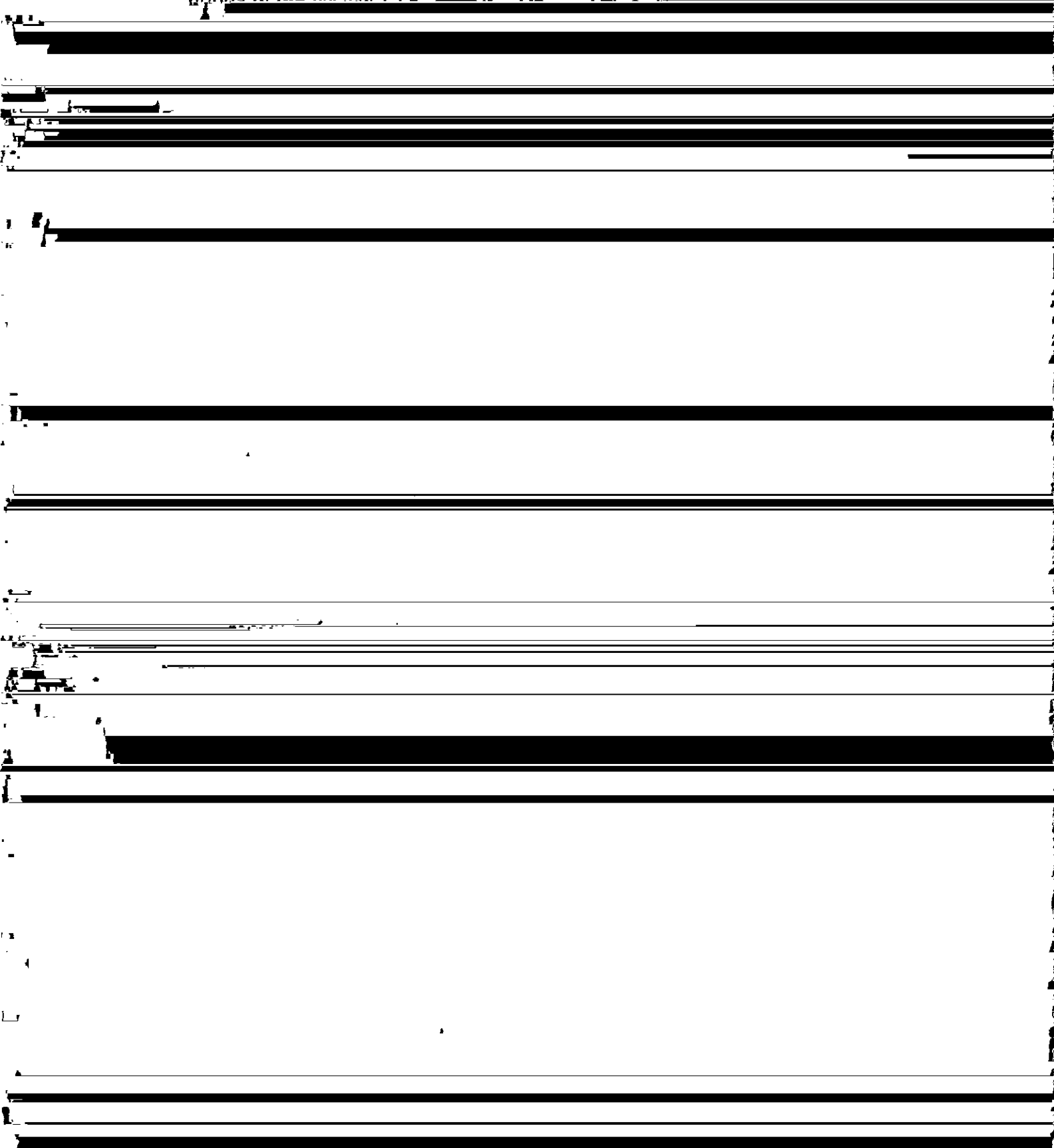


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# REVIEW OF IUCN'S WCPA AND PPA: EXECUTIVE SUMMARY

The review was commissioned by IUCN's Global Programme Director on behalf of the WCPA Chair and the PPA Chair.



IUCN as a whole needs to identify its market strengths, including the positive role which Protected Areas and the volunteer network of experts, can play.

opportunities and resource availability are required in the review of the WCPA Strategic Plan. The Commission Steering Committee must take a more active role on this issue

Links between WCPA and PPA, and RCOs are variable and there are differences of view. Greater engagement between RCO staff and WCPA members in all Regions and in specific countries is needed and can be

Our sub-title "For People and the Environment" indicates the consensus among respondents and the reviewers' position that Protected Areas have a major role to play in biodiversity conservation and sustainable development in

## Recommendations for Key Constituencies

We have arranged the Statistics and Graphs in the following order:

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**Operational Recommendation 33:** The WCPA Steering Committee should take a more rigorous and realistic review of needs in the Strategic Plan.

annual Workplans in relation to available resources.

**Operational Recommendation 34:** There should be a revised role for the

WCPA Steering Committee in financial and other resourcing issues for the Strategic Plan and Workplans.

**Operational Recommendation 35:** There should be targeted effort by WCPA Steering Committee members with WCPA member institutions for programme of Interns to support PPA staff.

**Operational Recommendation 41:** WCPA and PPA should address

should determine how 'Training and Protected Areas Task Force' can be given greater direction and momentum.

**Operational Recommendation 59:** The terms of reference and membership of the Economic Benefits of Protected Areas Task Force should be widened.

**Operational Recommendation 60:** There should be continuing effort by WCPA and PPA in consultation with and with the full support of WCON HQ to

**Operational Recommendation 4:** There should be a more open and objective system for allocating IUCN's flexible funds.

**Operational Recommendation 5:** IUCN should, as a matter of urgency, complete its corporate fund-raising strategy and employ in-house or contract fund-raisers for all its activities.

**Operational Recommendation 6:** IUCN should...

**Operational Recommendation 57:** Projects emerging globally, regionally, nationally and locally, which build links between sustainable development and Protected Areas should be encouraged.

**Operational Recommendation 61:** There should be continuing effort by IUCN on its role and relevance to the CBD.

### **3. Recommendations for WCPA members and institutions**

**Operational Recommendation 23:** A full survey of the membership should be carried out in 1998 to assess, *inter alia*, the ability of members to contribute more, and to inform decisions on membership.

**Operational Recommendation 24:** WCPA member(s) supported by

**5. Recommendations for PPA**

**Strategic Recommendation 9:** PPA should work with other parts of IUCN to identify activity with partners on key themes.

**Strategic Recommendation 10:** A monitoring and evaluation system to be developed and put in place as an intrinsic part of the revised WCPA strategy

**Operational Recommendation 12:** Publications for members in industrialized countries should be translated into the

**Operational Recommendation 50:** There should be active input by PPA to the Programme Development Group from PPA.

**Operational Recommendation 55:** There should be a rapid review of the status and relevance of Protected Areas to the ethics and practice of

sustainable development and to the mechanics and process of Agenda 21 and 'Caring for the Earth'.

**Operational Recommendation 56:** There should be a simple statement on Protected Areas and sustainable development which can be presented to key

## CHAPTER 1. INTRODUCTION

### Commission

1.1 This Review was commissioned by Patrick Dugan (IUCN Global programme Director) on behalf of Adrian Phillips (WCPA Chair), David Sheppard and Pedro Rosabal (IUCN PPA) on 3 February 1998. The report was delivered on 18 May 1998.

1.2 The reviewers are:

- **Roger Crofts**, Chief Executive of Scottish Natural Heritage. He became a member of WCPA for the current Triennium (1997-99) and has had some ten years of direct involvement in protected area

- **Enrique Lahmann**, IUCN's Regional Officer for Meso America.

### Terms of Reference

1.3 The Terms of Reference were:

(2) To make recommendations for the future operation and structure of

revised Plan and the implications arising from the need to:

(c) integrate the functions of Protected Areas and World



1.9 We reviewed a great deal of published material from IUCN sources. We also gathered informal views from a range of interests both within IUCN (including the HQ Secretariat, Regional and Country Offices, IUCN members, the WCPA Steering Committee and the membership) and from external interests (including partners, actual and potential donors, and fund-raising agents). These views were ascertained either in writing, through face-to-face interviews or by telephone discussions, whichever was feasible in the light

time-scale to which we were working.

1.10 It has to be admitted, however, that the questionnaires we sent out to WCPA Steering Committee members and to a selection of WCPA members did not attract sufficient replies to make a major contribution to thinking on these issues (cf. 3.2.2).

### **Structure**

1.11 The Report is structured as follows:

**Executive Summary** provides our conclusions and sets out our Recommendations directed at WCPA Steering Committee Members, IUCN management, WCPA members, RCOs, and PPA staff.

**Chapter 2** presents our overall assessment under the theme of 'greater integration' to break down the three-fold 'sense of isolation'. We present 10 Strategic Recommendations on how best to deal with this.

**Chapter 3** contains the bulk of the review. It is divided into sections which deal with the four issues, and presents 64 Operational Recommendations.

## CHAPTER 2. ACHIEVING GREATER INTEGRATION

2.1 The major message of our Review is that there is a requirement for 'greater integration' borne out of threefold sense of 'isolation':

1. greater integration of WCPA and PPA into the activities of other IUCN programmes and RCOs;
2. greater integration of Protected Areas into wider environmental, economic and social issues; and
3. greater integration of WCPA's work with donors and partners.

We analyse the reasons for this, come to conclusions and make Strategic Recommendations for action. Our approach is to contribute to the greater integration at the three levels so that WCPA can fulfil its Mission and increase

the contribution it makes to the Mission of IUCN. Hence the sub-title of our Report 'for people and the environment' reflects our view that Protected Areas can and should play a greater role. It will require increased support and guidance from senior management in IUCN as managers of the PPA and as

of the means to the wider ends of achieving the missions of the Commission and the Union as a whole.

2.4 Our analysis leads us to the conclusion that there is insufficient direction and guidance given by the WCPA Steering Committee and by IUCN senior management. As a result, PPA staff are trying to do everything without getting sufficient guidance and support. With the resources available to it, PPA cannot possibly sustain this approach and neither can the staff resolve these issues.

**(2) Position of Protected Areas**

2.5 For reasons which perhaps reflect changing political and resource

been regarded more as a hindrance than a help to achieving the aspirations

opportunities for promoting Protected Areas and their wider relevance are

being lost.

### **(3) Position from Donors and Partners**

2.8 We perceive that Protected Areas and the engagement of Protected Area experts are no longer seen as clear 'winners' by donors and partners. We recognise that there have been some significant successes in gaining donor support and in partnership working, especially on Marine Protected Areas, regional action plans and biodiversity. However, other IUCN projects

2.11 The critical point to achieve greater integration of Protected Areas is the need for a gradual shift in the balance of thinking and approach (and therefore in the strategies and actions for Protected Areas) from their being

have active engagement by WCPA and PPA in the process of identifying opportunities for, and threats to, Protected Areas with active co-operation and participation with other parts of IUCN. This should involve close working by

PPA with other IUCN Global Programmes, by Regional Vice-Chairs, the WCPA membership and PPA with IUCN RCOs, and by the WCPA Steering Committee with other IUCN Commissions.

**Strategic Recommendation 3:** IUCN senior management should institute a

particularly hydrocarbon extraction, hydro-electric development, timber production and fishing. At present PPA does not have the capacity to deal

with these issues, which leads to frustration within the team and also among those seeking help within IUCN. This point epitomises the broader problem of

2.17 If the approach we have set out to achieve greater integration of

identify shared agendas with IUCN as a whole and particularly with WCPA and PPA, and the relative contributions which each can make. Identification of those WCPA members who have the capability to contribute, and therefore are accessible and available for working with partners, will also help.

**Strategic Recommendation 9:** PPA should work with other parts of IUCN to identify activity with partners on key themes.

**(7) The process of realisation**

2.18 We have made Strategic and Operational Recommendations below

restoration of world, regional and national networks of Protected Areas and

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works alongside it, achieve the still valid and relevant Mission of the Commission as a whole and its contribution to the mission of the EU.

## CHAPTER 3: THE REVIEW

3.0 The Review presents a fuller and more detailed account of the analyses

and assessments and provides a series of Operational Recommendations. It is divided into four sections, each dealing with one of the four Issues and 12 Questions, as follows:

### 1. Understanding the role of Protected Areas

- (1) Is the contribution of Protected Areas to wider environmental, economic and social aims understood by external groups, including key partners, actual and potential donors, and the IUCN network?



## ISSUE 1: Understanding the role of Protected Areas

*Question 1: Is the contribution of Protected Areas to wider environmental*

*social and economic aims understood by external groups, including key partners, actual and potential donors, and by the IIICN network?*

3.1.1 In this section we seek to identify the validity of the oft-quoted statements that "Protected Areas are no longer relevant" and "Protected

3.1.6 In our view, engagement with industrial associations and major companies which utilise natural resources is vitally important for IUCN as a whole. There appears to be a reluctance by IUCN senior management to

have such engagement, and a tendency to leave it to Programme staff. We

consider that engagement at IUCN senior management levels is essential; such liaison could also help to attract financial support from these industries.

*contribution of Protected Areas?*

3.2.1 This question seeks to find out whether there is a difference between the external perceptions of Protected Areas and of the work of WCPA and PPA, and to ascertain the views of members of the Commission on this. Is the innovative thinking which was set in train at the Fourth World Parks Congress in Caracas in 1992 (and culminated in the mid-decade review meeting in Albany) shared by the membership?

3.2.2 We sought the views of all the members of the Steering Committee and undertook a membership survey. The response rate was low. Of the twenty one members of the Steering Committee contacted, eight responded;

**Operational Recommendation 3: WCPA should consider how the strategy**

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**ISSUE 2. Mobilising resources and other support**

**Question 3:** *How can greater mobilisation of resources and other support be achieved from partners and donors?*

3.3.1 There is a perception, borne out by the relatively limited external funding for WCPA and PPA, that the Commission's work is less relevant now

**Question 1** (concerning the level of understanding of the contribution which Protected Areas can make to wider environmental, social and economic



- 5) In the last four years the overall costs of WCPA and PPA have continued to rise at a time when IUCN flexible funds from major donors have at best stayed level and, more recently, have ~~begun to decline. External funding through particular projects~~

So there has been an increasing demand on limited IUCN funds for PPA and WCPA because, despite a few notable exceptions, ~~there is not a significant and continuing~~

14-00000 The view has arisen that Protected Areas work is being carried

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Operational Recommendation 5: IUCN should, as a matter of urgency,

some SFr 200k p.a. (40% of PPA staff time on a budget of SFr 500k). We note, for example, that some Sfr29k is required each year to supply members with PARKS and the WCPA Newsletter; we also note that members can

3.3.14 One answer could be to levy a subscription on the membership of WCPA; however, only 16% of members who responded to the 1994 survey felt this to be the right approach. Yet membership is crucial to the success of the organization.

3.3.16 We commend PPA for presenting its activities in a very output-orientated manner, and we note that this has been recently delivered to key sponsors, including the Dutch government, HMRC, OSE and HMW. It

it has not led to a levering of additional resources.

3.2.17 In view of the perception of lack of clarity and the

**Question 4:** *How can greater synergy and integration between WCPA and*

*achieved, and what are the priorities?*

3.4.1 We raise this question especially because with the major decentralisation of activities from IUCN Headquarters to Regional and Country Offices the links with Commission members is critical to the future success of IUCN.

**Links with Regional and Country Offices**

to be used as a route for identifying problems and opportunities, the role for Protected Areas and the development of an appropriate action plan. This would be a sensible and practical immediate approach in some European countries and also in some South American countries.

**Operational Recommendation 16:** RCO staff should link with WCPA members in each Region to determine and activate a role for Protected Area experts. Particular focus should be on Africa initially.

**Operational Recommendation 17:** Representatives of National Committees and RCO staff linking with WCPA members in selected European countries

American countries should identify and activate a role for Protected Area experts in IUCN's work in those countries.

### **Commissions and Programmes**

3.4.5 Many of our respondents pointed out that a great many opportunities for engagement by WCPA and PPA are not being taken up. We are well aware of the reasons for this, in particular the demands of the WCPA membership on the PPA and the relative lack of active engagement of WCPA members. These opportunities could be realised however if

**Question 5:** *How can the resources within the WCPA network be more effectively mobilised?*

9.5.1 The [redacted]

[redacted]

WCPA are a valuable resource. It is essential to mobilise this resource in a

[redacted]





rather than givers. Also, the WCPA Chair should advise the Regional Vice-Chairs on the restraints growth of WCPA membership.

**Operational Recommendation 22:** The review of membership applications by WCPA Regional and Theme Vice-Chairs should be more rigorous, and there should be consultation with Heads of RCOs and IUCN National Committees Chairs (where they exist) before submission to WCPA chair.

3.5.12 In the 1998 survey we asked for reactions to the document *Get Involved - Ten Tips On Contributing to WCPA*, which had been circulated to

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**ISSUE 3: Refining the structure and operations of PPA and WCPA**

**Question 6:** *How can the structure and operations of PPA and WCPA be refined to maximise results and respond to members' expectations?*

**Q.6.1:** *What is the current level of membership of PPA and WCPA?*

3.6.5 The support available from BCO staff has declined from 1.5 FTE in 1995-96 to 0.75 FTE in 1997-98.

1.5 full-time equivalent (FTE) in 1995-96 to 0.75 FTE in 1997-98.

3.6.6 The solution lies in a combination of the following:

- greater top managerial support and direction in IUCN;
- a re-focusing of the role of the Steering Committee;
- greater engagement through the BCO network of senior managers.

**Operational Recommendation 30:** WCPA Chair should request a response from the Director General to the WCPA Steering Committee's resolutions on

2.6.0. It has been suggested that there is a variation in commitment and input

and also the subsequent analysis, culminating in the Albany Symposium. The

Strategic Plan and Modules might best be described as "mission-oriented"

people", i.e., lacking focused vision and achievable programmes and activities. We recognise the effort put in by the Commission Chair and the

5. To work with the Chair and Secretariat to organise WCPA working sessions and other relevant WCPA meetings.

2.6.12 This type of activity should be the responsibility of Regional and



**Operational Recommendation 36:** There should be a 50% reduction (at least) in the IICM overhead charges for interns

### PPA Staff Work

3.6.22 Here we consider the possible rebalancing of PPA activity in order to provide staff with capacity for more proactive roles and greater engagement in development work. The single largest item of the WCPA and PPA budget is staff costs, totalling Sfr476k in 1997. Clearly, savings could be made if

staff were recruited at lower cost at the present grades, or at lower grades

However, our calculations show that this would have a relatively small impact, with savings of the order of Sfr76k if staff were appointed at the lowest point

3.6.26 We recommend that PPA should withdraw effort from the following five areas of activity forthwith:

~~responding to emergencies at national and sub-national level;~~

- engagement with major companies utilising natural resources in particular projects affecting Protected Areas within a region or country;
- involvement in the organisation of regional and national meetings;
- involvement in regional newsletters;
- involvement in fund-raising at national level for particular initiatives, meetings and publications.

**Operational Recommendation 37:** PPA should withdraw forthwith from five areas of activity listed in 3.6.26. Mechanisms should be found for other

Question 7: Do the products of PPA ...

members, partners and donors?

3.7.1 There are three reasons for raising this question. First, PPA staff are spending a lot of time on products (albeit high-quality ones), as we suggested under Question 6. Second, additional customer orientated products are

merited on certain critical issues, such as sustainable development and biodiversity (see Questions 1 and 3). Third, some of the products are very substantial and we wonder whether they are valuable to the customers in that

convinced of the need for a strategy and consider that an action plan would

**Operational Recommendation 41:** WCPA and PPA should address

accomplished and how can opportunities be realized?

3.8.1 This question, which was specified in our terms of reference, concerns integration between PPA and the World Heritage work currently being done

a year supported by a full-time assistant. Much of the evaluation work is

the evaluations are weaker, from the scientific point of view, than those done by IUCN. UNESCO consider that it would be quite satisfactory for IUCN to use the WCPA membership to help in the discharge of the functions, provided that the requirements set out above (para. 2.8.5) are satisfied.

ensuring that IUCN's members are effectively engaged in this important activity.

**Question 9:** *How can the link between WCPA and WCMC be made durable, and how can opportunities be realised?*

3.9.1 We understand the reason for the inclusion of the reference to the link

between WCPA/PPA with WCMC. However, we do not think that the issue can be addressed in such a narrow way, given the decisions by IICM and



**ISSUE 4. Refining the WCPA Strategic Plan**

**Question 10:** *How can WCPA and PPA effectively address the major issues affecting the establishment and management of Protected Areas?*

3.10.1 We raise this question for two reasons. First, Protected Area

managers and Protected Area agencies remain deeply concerned about maintaining the values of Protected Areas. In 2007, the National

support from PPA, should routinely review high-level issues which are likely to affect the establishment and effective management of Protected Areas.

**Operational Recommendation 49:** In the light of that analysis, the Steering Committee, with input from PPA, should determine how to re-address priorities in the medium term.

**Operational Recommendation 50:** There should be active input by PPA to the Programme Development Group from PPA.

Question 11: Are the WCPA Mission and Objectives still valid?

3.11.1 It is not our task to review the WCPA Strategic Plan. However, it is our role to review the validity of the Mission and Objectives in the light of

This remains very important: it was recognized as such by those attending

the Albany Symposium.

**(3) To increase involvement in Protected Areas.**

This has increasing importance because there are more Protected Areas in  
new environmental fields and government resources for Protected Areas

**Question 12:** *What is to be done to deliver the five outcomes of Albany?*

3.12.1 This is a major issue facing WCPA at all levels and one which it is  
~~unrealistic and unproductive to expect the DPA to~~

3.12.2 The Albany Symposium endorsed the following activities:

- the development and promotion of **bioregional planning** to

activity related to Detected Assets, it is of much wider scope.

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**Operational Recommendation 56:** There should be a simple statement on Protected Areas and sustainable development which can be presented to key organisations fronting (and funding) sustainable development.

**Operational Recommendation 57:** Projects emerging globally, regionally, nationally and locally, which build links between sustainable development and Protected Areas, should be given priority.

#### **Political Support**

3.12.7 We commend the priority to be given to building support for Protected

3.12.10 Private sector sources, and those interested in developing in or near Protected Areas, can be engaged to help to further the interests of Protected Areas as well as their own; this is particularly true of companies which have long-term vision and wish to prove their environmental credentials. Where the financing effort can be seen as part of a package relating to wider

environmental, social and economic aims, the benefits will be increased and the risks lowered. Effort should be linked to IUCN's Task Force on the Private Sector.

**Operational Recommendation 59:** The terms of reference and membership of the Economic Benefits of Protected Areas Task Force should be widened.

#### **Collaborative Management**

2424 Good collaborative management in the



included in the conference report. We applaud this approach. The relevant documentation for the Fourth Conference of the Parties to the CBD (COP4) produced by the CBD Executive Secretary fails to give proper recognition to the contribution by IUCN in general and Protected Areas in particular. We note the concrete effort within IUCN to assist in the COP4 process.

for COP4. We can well understand the frustration within PPA and the WCPA Steering Committee over the apparent lack of progress, but we urge them to continue.

3.12.14 The European Commission and EU Member State development aid agencies recognise the role which WCPA and PPA can play and we are pleased to give recognition to the project on 'Biodiversity and *in situ* conservation' funded by EC DGVIII. While the GEF-funded project on Marine Protected Areas also has relevance here, its evolution does not spread into the broader issue of coastal zone and marine ecosystem management.

WCPA Strategic Plan. We note at the outset that in February 1996 it was estimated that implementation of the Strategic Plan 1996 would require US\$40m per annum, compared with available resources of around US\$1m

for Venezuelan national park agencies, and an increase in eco-tourism, plus raising motivation with Protected Areas and fifteen major publications. The question is whether the full expenditure (perhaps of the order of Sfr 8m) provides good leverage. We recognise the commitment to the WCPA

membership for decadal WPC's; but was this an effective use of extremely scarce resources in the face of so many other important demands?

**Operational Recommendation 63:** The WCPA Steering Committee should seriously consider whether the Fifth WPC should be held at all, and, if so, ~~whether it should be a mass seated down and high level meeting~~

consider that the membership itself should play a much more active role rather than expecting PPA, the Steering Committee and Themes and Task Forces to take on all the work.

## **2. Strengthen the WCPA Structure**

3.12.26 "Improve the team-working of the Steering Committee". We have already checked that from the evidence of papers and minutes of

Steering Committees over the last four years, it has not collectively played a formative role in devising a deliverable Strategic Plan and a deliverable

3.12.32 **'Seek agreements on Protected Areas with major IUCN partners'**. We strongly support this approach, but it needs to be selective and we support linking with large organisations rather than smaller ones, since better value for money is achieved through that route (see **Question 3**).

3.12.3 **'Strengthen existing partnerships'**. While we support this in principle, we question the value of formalising some of the links, through concordats for instance, between WCPA, EUROPARC Federation and WCMC. Links would be better fostered through focused joint projects which are of benefit to the aims and objectives of the parties concerned. (A good example is that between IUCN Forestry Programme and WWF, in which each partner has a complementary contribution to make and the outcome is a more effective programme of activity, which in turn levers substantial resources from elsewhere.)

3.12.34 **'Establish a "Protected Areas Roundtable"**. We are doubtful about this proposition. We wonder whether a better solution would be to change the balance of membership of the WCPA Steering Committee.

referring to the various interests as well as the...

3.12.39 'Promote support for the Strategic Plan'. We do not consider that the Strategic Plan in its present form, particularly with its lack of achievable

support for the work on Protected Areas. An effort was made, through hiring a fund raising company, to raise external resources, but this initiative was not

under review key issues affecting Protected Areas and greater input from the membership on such issues, we see that as the preferred mechanism. Monitoring and evaluation are initial issues to be pursued.

3.12.46 **'Comprehensive external evaluation every six years'**. We support this activity, with the proviso that it is linked with wider evaluations of IUCN programmes to ensure that the activity is undertaken in a co-ordinated fashion which seeks to make connections between work on Programmes, Commissions and other IUCN activities.

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## CHAPTER 4. SUMMARY OF OPERATIONAL RECOMMENDATIONS

4.1 There were four key Issues to be tackled. They involved a number of Questions, which gave rise to a series of Operational Recommendations.

1. Understanding the role of Protected Areas (OR 1-3)

2. Mobilising resources and achievement (OR 4-27)

3. Defining the strategy and operations of WCPA & PPA (OR 28-46)

4. Defining the WCPA Strategic Plan (OR 47-64)

### Issue 1. Understanding the role of Protected Areas

**Question 1:** *Is the contribution of Protected Areas to wider environmental, social and economic aims understood by external groups, including key partners, actual and potential donors, and by the WGN network?*





**Operational Recommendation 11:** The WCPA Steering Committee should consider how sources other than core funds can be found to cover the costs of providing the membership for those in industrialised countries.

**Operational Recommendation 12:** Publications for members in industrialised countries should no longer be provided free of charge. At the very least, a discounted rate should be charged, and handling costs should be paid for by members.

**Operational Recommendation 13:** The WCPA Steering Committee should

Operational Recommendation 16: DCO staff to link with WCPA members

in each Region should determine and activate a role for Protected Area experts. Particular focus should be on Africa initially.

Operational Recommendation 17: Representatives of National

Committees and RCOs staff linking with WCPA members in selected European and South American countries should identify and activate a role for Protected Area experts in IUCN's work in those countries

**Operational Recommendation 22:** The review of membership applications by WCPA Regional and Theme Vice-Chairs should be more rigorous, and there should be consultation with Heads of RCOs and IUCN National Committees Chairs (where they exist) before submission to WCPA chair.

**Operational Recommendation 23:** A full survey of the membership should be carried out in 1998 to assess, *inter alia*, the ability of members to contribute more, and to aid decisions on membership.

**Operational Recommendation 24:** WCPA member(s), supported by a Protected Areas Agency, should take responsibility for undertaking, analysing and reporting on the membership survey.

11. ~~Also consider that the members of the Steering Committee in their~~

4.17 The PPA is grossly overworked and has insufficient time to engage in

W/CBA membership is widely perceived to be an issue having grown from

30% to 40% of PPA staff time in just over 2 years. Our fundamental

Operational Recommendation 35: There should be targeted effort by

WQDA Steering Committee members with WQDA

Programme of Internets support DDA staff

4.20 Third, greater engagement is required through the DCO network of

**Operational Recommendation 40:** PPA should seek the most effective means of communicating the results of major pieces of work to members, partners and donors.

**Operational Recommendation 41:** WCPA and PPA should address urgently with active input from IUCN communications experts the

development of a fit-for-purpose communications action plan for Protected Areas.

**Question 8:** *How can full integration of PPA and World Heritage be accomplished, and how can opportunities be realised?*

4.22 We welcome the decision to integrate PPA and IUCN's World Heritage work. There is a number of opportunities but also a number of threats which

on a phased basis, we consider that this is an issue for IUCN as a whole

**Operational Recommendation 47:** Joint fund-raising by WCPA and WCMC for Protected Areas projects with data component.

**Issue 4. Refining the WCPA Strategic Plan**

**Question 10:** *How can WCPA and PPA effectively address the major issues*



**Operational Recommendation 53:** The fourth of WCPA's Strategic Objectives in the WCPA Strategic Plan should be changed. The WCPA Steering Committee should be asked to note the shifts in emphasis identified.

**Question 12:** *What is to be done to deliver the five outcomes of Albany?*

4.26 We have reviewed the five outcomes and set out our conclusions below:

4.27 On **bioregional planning**, we see the justification for a significant project which addresses issues beyond Protected Areas and on which IUCN could be the leader.

**Operational Recommendation 53:** The fourth of WCPA's Strategic Objectives in the WCPA Strategic Plan should be changed. The WCPA Steering Committee should be asked to note the shifts in emphasis identified.

**Operational Recommendation 58:** WCPA Steering Committee to determine how the 'Training and Protected Areas Task Force' can be given greater direction and momentum.

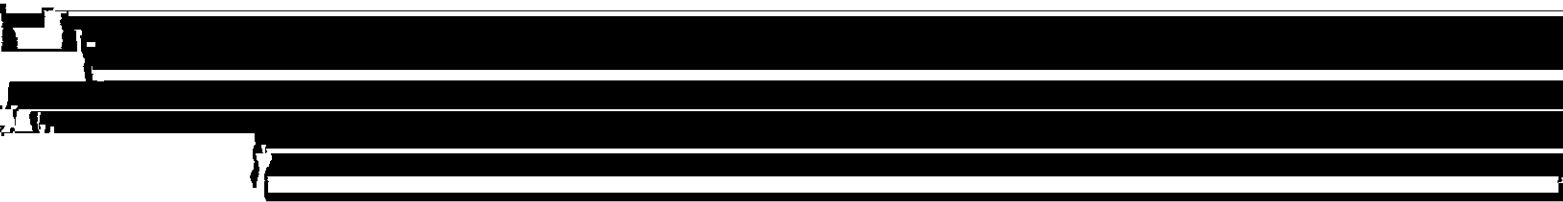
**Operational Recommendation 59:** The terms of reference and



membership of the Economic Benefits of Protected Areas Task Force should be widened.

4.31 We support the preparation of generic guidance and the preparation of good practice examples to assist on **collaborative management**. We also consider that a joint exercise between WCPA and CEESP's Collaborative Management Group would be helpful.

4.32 We have reviewed the work on biodiversity. We strongly support IUCN's strategic approach, especially to GCR4, and the involvement of



[REDACTED]

urgently consider whether the Fifth WDC should be held in 1995.

[REDACTED]

whether it should be a more scaled-down and highly-targeted event, and therefore a more cost-effective use of scarce resources; or whether a series of Regional conferences with RCOs and all IUCN membership would be more appropriate.



**BRIGHT Dorothy**

From: BRIGHT Dorothy

Post-It Notes 7671EU



Kegan Grefka



Dorothy Bright

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as written and then circulate.

Many thanks

David





**TERMS OF REFERENCE OF MR ROGER CROFTS WITH IUCN**

In the light of the following recent developments: (a) the Albany Symposium, held in Australia in December, 1997; (b) imminent decisions regarding the structure of World Heritage in IUCN; (c) changing arrangements within WCMC; and (d) the... 1997.

**MEMORANDUM**

By fax to 41 22 999 0015 ref: DAS/JCE/

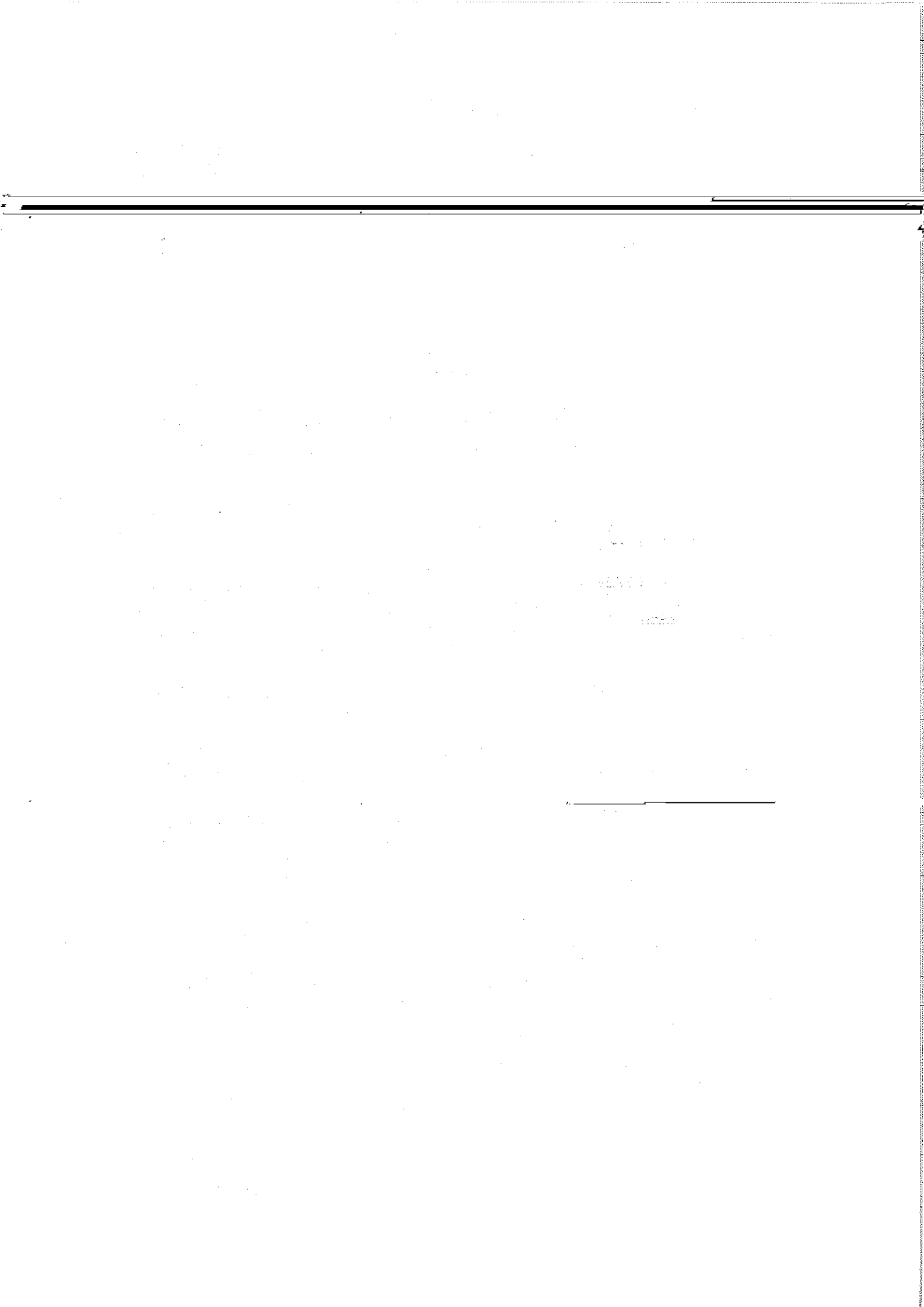


To: David Sheppard, Head of Programme on Protected Areas

From: Roger Crofts

CC: Enrique Lahmann, Pat Dugan, Pedro Rosabal, Adrian Phillips  
Subject: REVIEW OF PROGRAMME ON PROTECTED AREAS AND WCPA

Many thanks for your notes of 10 and 20 March and apologies for not replying earlier.



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# IUCN

The World Conservation Union

## FAX

Please reply to fax no.  
41 22 9990015

Ref: DAS/jce/

**TO:** Enrique Lahmann  
Roger Crofts

**cc:** Pat Dugan  
Pedro Rosabal  
Adrian Phillips

**FROM:** David Sheppard  
Head, Programme on Protected Areas

**SUBJECT:** REVIEW OF PROGRAMME ON PROTECTED AREAS AND WCPA

20 March 1998

Dear Roger and Enrique,

Many thanks once again for your willingness to participate in the review of the Programme on Protected Areas and WCPA. I have attached for your information a paper that it is proposed to circulate within IUCN (all Gland staff and all

