



Management effectiveness of protected areas

Marc Hockings and
Fiona Leverington



What is management effectiveness evaluation?

'..the assessment of how well a protected area is being managed - primarily the extent to which it is protecting values and achieving goals and objectives' WCPA Guidelines (2006)

It includes consideration of

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

Why would we bother?

1. Evaluation can help us manage better

- by recording, observing and talking about the changes we see in the environment and looking for their causes
- by encouraging a culture where we look and reflect on our management
- by helping us to learn from our mistakes and our successes
- by signalling global and local changes and threats
- showcasing management techniques for broader landscape management

2. Evaluation assists in effective resource allocation

- It identifies priorities for actions
- Helps to show real resource needs

3. Evaluation promotes accountability and transparency

- Government requirements for reporting
- The community see how their parks and forests are managed
- Baselines can be established for partnerships, agreements, trusteeships and contracts

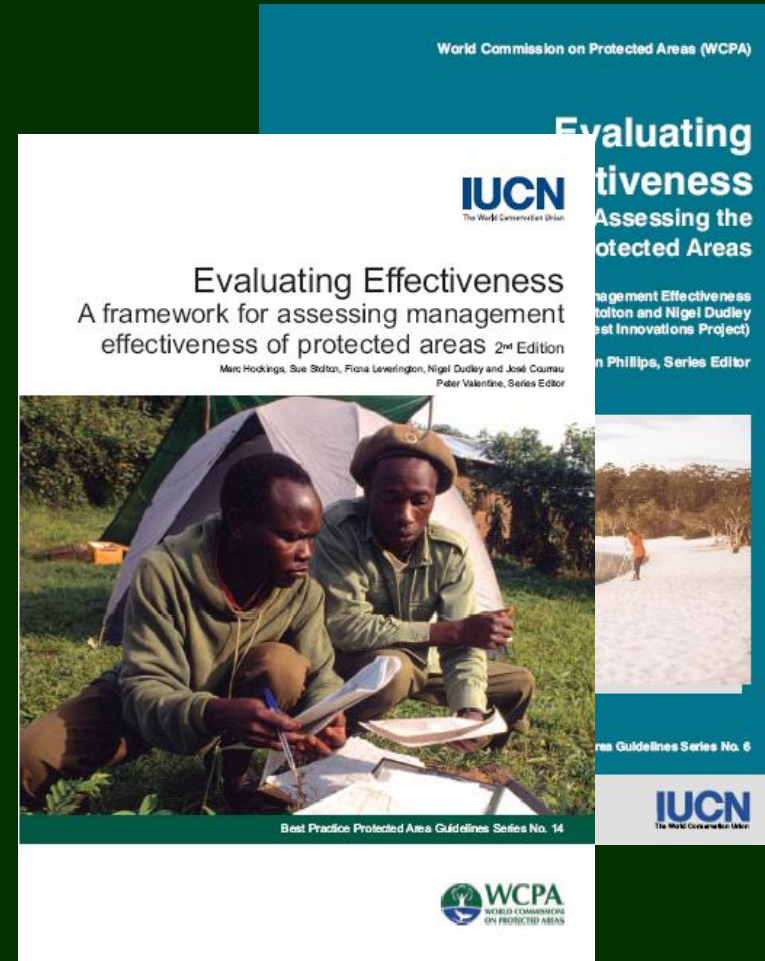
4. Evaluation can help involve the community, build constituency and promote protected area values

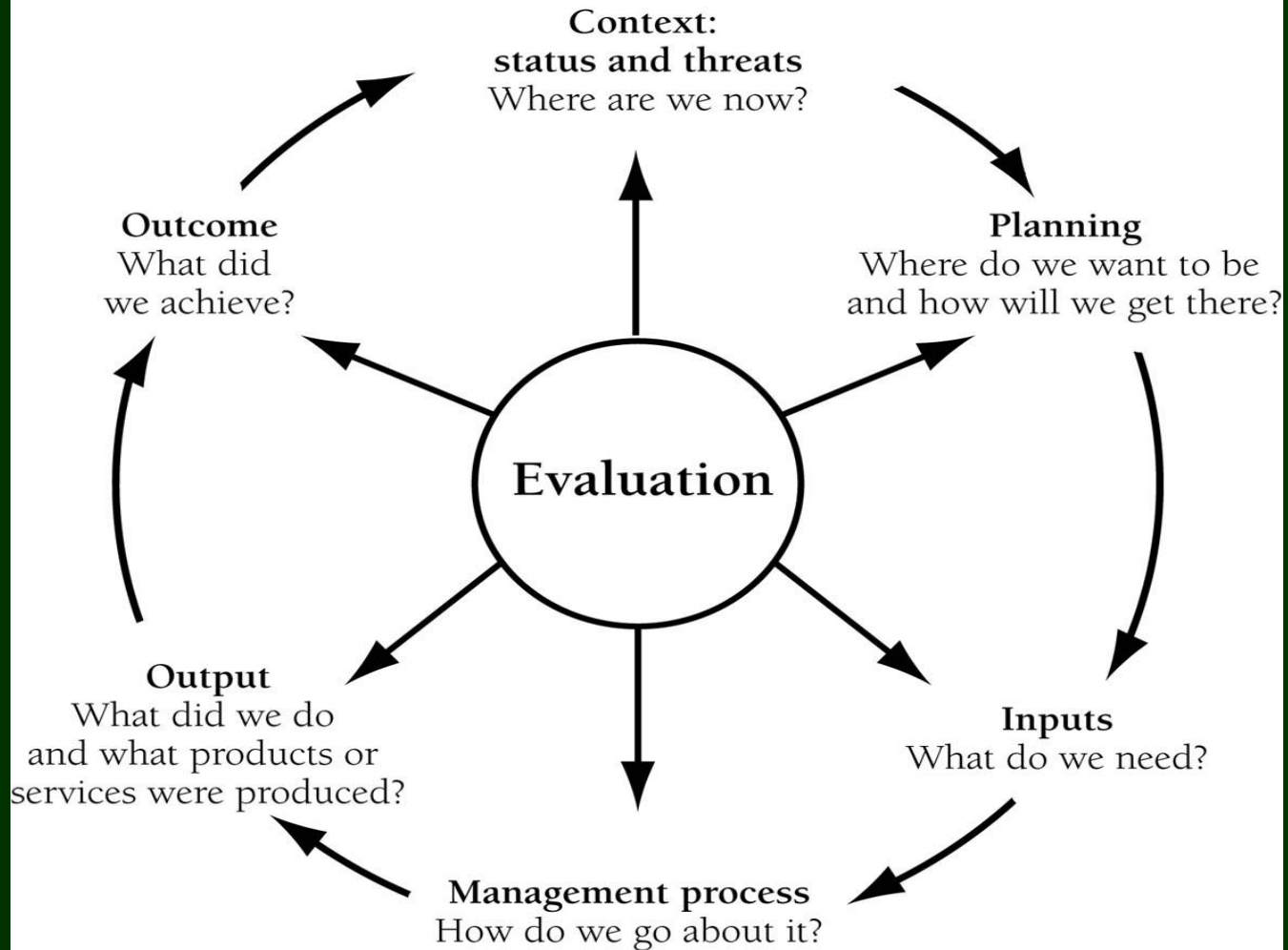
- Involving traditional owners, community members and scientists gives us more credibility and helps build good relationships
- Increasing public action to support parks: Showing the community the need for better resourcing of the parks system and alerting them to threats



The WCPA Framework - why a framework and not a methodology?

- Different purposes for evaluation
- Different circumstances
- Different spatial and temporal scales
- Different issues
- Different audiences
- Different capacities





WCPA assessment framework

Elements of evaluation	Context <i>Where are we now?</i>	Planning <i>Where do we want to be?</i>	Inputs <i>What do we need?</i>	Process <i>How do we go about it?</i>	Outputs <i>What were the results?</i>	Outcomes <i>What did we achieve?</i>

WCPA assessment framework

Elements of evaluation	Context <i>Where are we now?</i>	Planning <i>Where do we want to be?</i>	Inputs <i>What do we need?</i>	Process <i>How do we go about it?</i>	Outputs <i>What were the results?</i>	Outcomes <i>What did we achieve?</i>
Criteria	Significance Threats Vulnerability National policy Engagement of Partners					

WCPA assessment framework

Elements of evaluation	Context <i>Where are we now?</i>	Planning <i>Where do we want to be?</i>	Inputs <i>What do we need?</i>	Process <i>How do we go about it?</i>	Outputs <i>What were the results?</i>	Outcomes <i>What did we achieve?</i>
Criteria	Significance Threats Vulnerability National policy Engagement of Partners	PA legislation and policy PA system design Reserve design Management planning				

WCPA assessment framework

Elements of evaluation	Context <i>Where are we now?</i>	Planning <i>Where do we want to be?</i>	Inputs <i>What do we need?</i>	Process <i>How do we go about it?</i>	Outputs <i>What were the results?</i>	Outcomes <i>What did we achieve?</i>
Criteria	Significance Threats Vulnerability National policy Engagement of Partners	PA legislation and policy PA system design Reserve design Management planning	Resourcing of agency Resourcing of site			

WCPA assessment framework

Elements of evaluation	Context <i>Where are we now?</i>	Planning <i>Where do we want to be?</i>	Inputs <i>What do we need?</i>	Process <i>How do we go about it?</i>	Outputs <i>What were the results?</i>	Outcomes <i>What did we achieve?</i>
Criteria	Significance Threats Vulnerability National policy Engagement of Partners	PA legislation and policy PA system design Reserve design Management planning	Resourcing of agency Resourcing of site	Suitability of management processes		

WCPA assessment framework

Elements of evaluation	Context <i>Where are we now?</i>	Planning <i>Where do we want to be?</i>	Inputs <i>What do we need?</i>	Process <i>How do we go about it?</i>	Outputs <i>What were the results?</i>	Outcomes <i>What did we achieve?</i>
Criteria	Significance Threats Vulnerability National policy Engagement of Partners	PA legislation and policy PA system design Reserve design Management planning	Resourcing of agency Resourcing of site	Suitability of management processes	Results of management actions Services and products	

WCPA assessment framework

Elements of evaluation	Context <i>Where are we now?</i>	Planning <i>Where do we want to be?</i>	Inputs <i>What do we need?</i>	Process <i>How do we go about it?</i>	Outputs <i>What were the results?</i>	Outcomes <i>What did we achieve?</i>
Criteria	Significance Threats Vulnerability National policy Engagement of Partners	PA legislation and policy PA system design Reserve design Management planning	Resourcing of agency Resourcing of site	Suitability of management processes	Results of management actions Services and products	Impacts: effects of management in relation to objectives

WCPA assessment framework

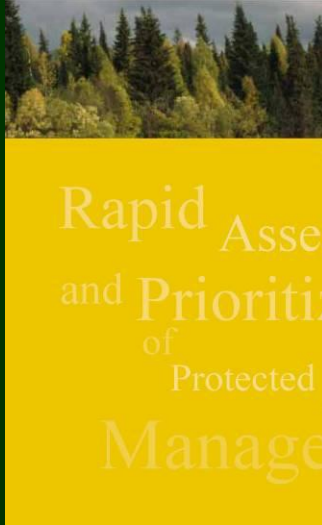
Elements of evaluation	Context <i>Where are we now?</i>	Planning <i>Where do we want to be?</i>	Inputs <i>What do we need?</i>	Process <i>How do we go about it?</i>	Outputs <i>What were the results?</i>	Outcomes <i>What did we achieve?</i>
Criteria	Significance Threats Vulnerability National policy Engagement of Partners	PA legislation and policy PA system design Reserve design Management planning	Resourcing of agency Resourcing of site	Suitability of management processes	Results of management actions Services and products	Impacts: effects of management in relation to objectives
Focus of evaluation	Status	Appropriateness	Economy	Efficiency	Effectiveness	Effectiveness Appropriateness



Rapid / of



The World Bank

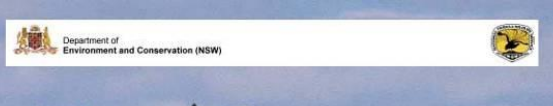


Management Effectiveness Tracking Tool


Reporting Progress at Protected Area Sites: Second Edition




July 200



World Heritage papers 23



Enhancing our Heritage Toolkit
Assessing management effectiveness of natural World Heritage sites



Global progress with Protected Area Management Effectiveness Evaluation

Planning Workshop on Enhancing our Heritage:
Monitoring and Managing for Success in
World Natural Heritage Sites

21-23rd November, 2001

Keoladeo National Park, Bharatpur



IUCN
The World Conservation Union



CBD Programme of Work on Protected Areas (PoWPA)

The overall purpose of the programme of work on protected areas is to support the establishment and maintenance of comprehensive, effectively managed, and ecologically representative national and regional systems of protected areas (by 2010 for terrestrial and by 2012 for marine areas)

CBD PoW on PAs

- Four program elements
 - Directions for planning, selecting, establishing and managing protected area systems and sites
 - Governance, participation, equity, and benefit sharing
 - Enabling activities
 - Standards, assessment and monitoring
- Specific targets and timelines for goals within each element

The CBD Commitment

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

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

Suggested activities of the Parties

- 4.2.1 Develop and adopt, by 2006, appropriate methods, standards, criteria and indicators for evaluating the effectiveness of protected area management and governance, and set up a related database, **taking into account the IUCN-WCPA framework for evaluating management effectiveness**, and other relevant methodologies, which should be adapted to local conditions.
- 4.2.2 Implement management effectiveness evaluations of at least 30 percent of each Party's protected areas by 2010 and of national protected area systems and, as appropriate, ecological networks.

Suggested activities of the Parties

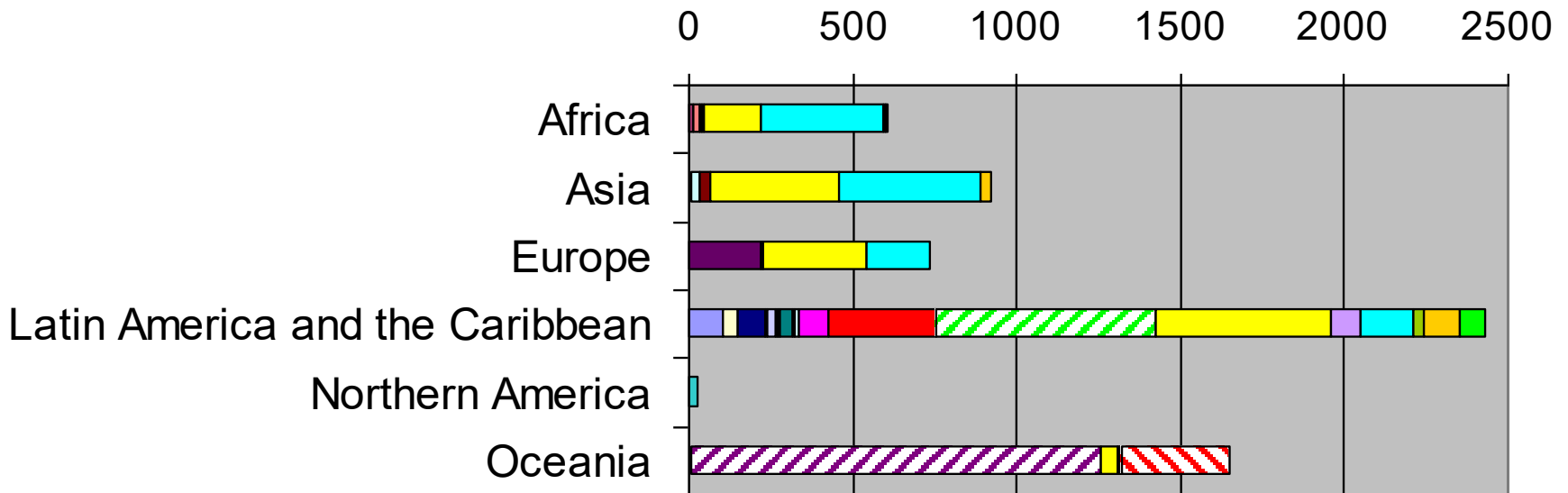
4.2.3 Include information resulting from evaluation of protected areas management effectiveness in national reports under the Convention on Biological Diversity.

4.2.4 Implement key recommendations arising from site- and system-level management effectiveness evaluations, as an integral part of adaptive management strategies.

Over 6300 management effectiveness studies in 100 countries were entered in our Global Study database

We have effectiveness data for about half of these

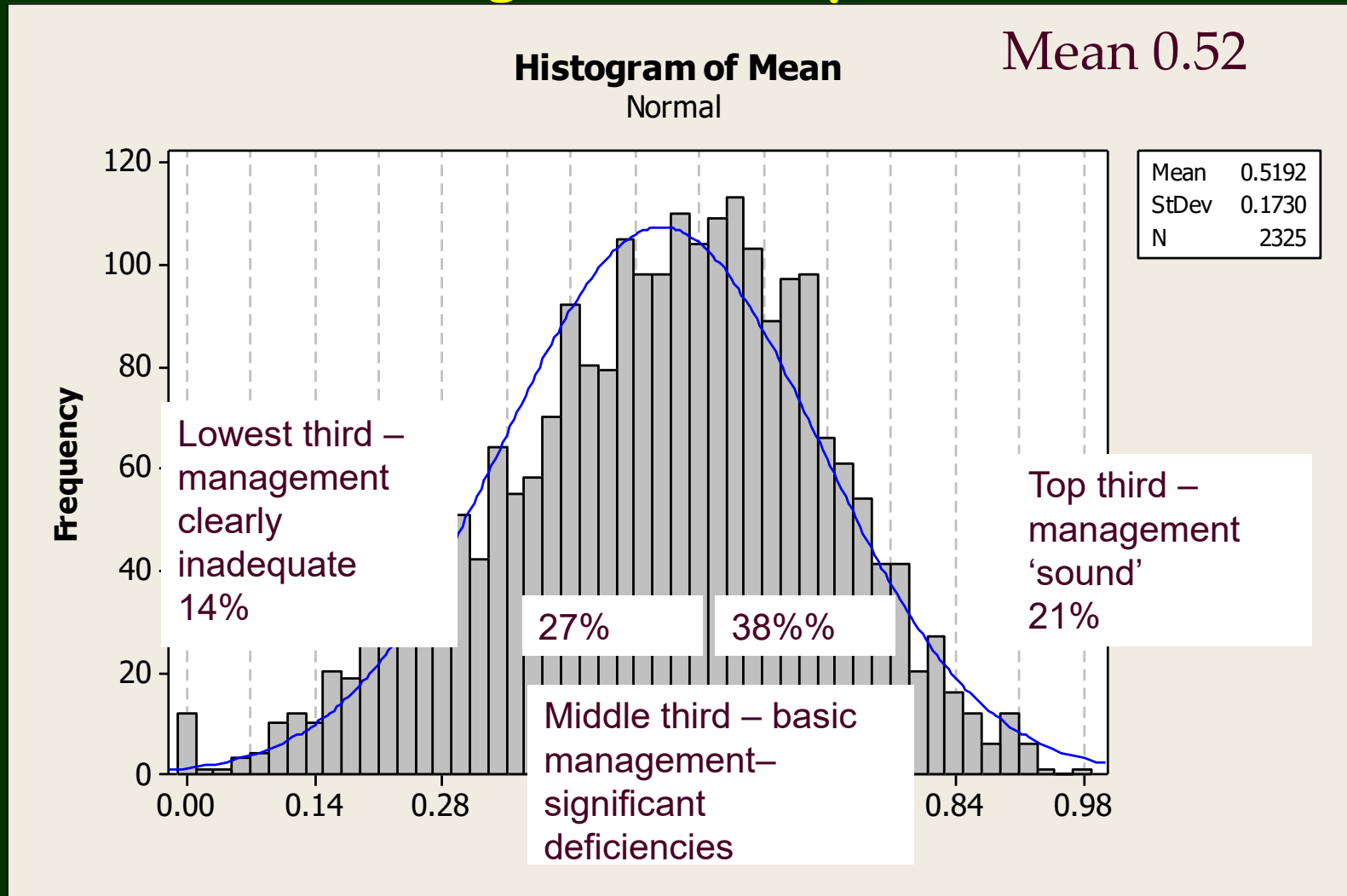




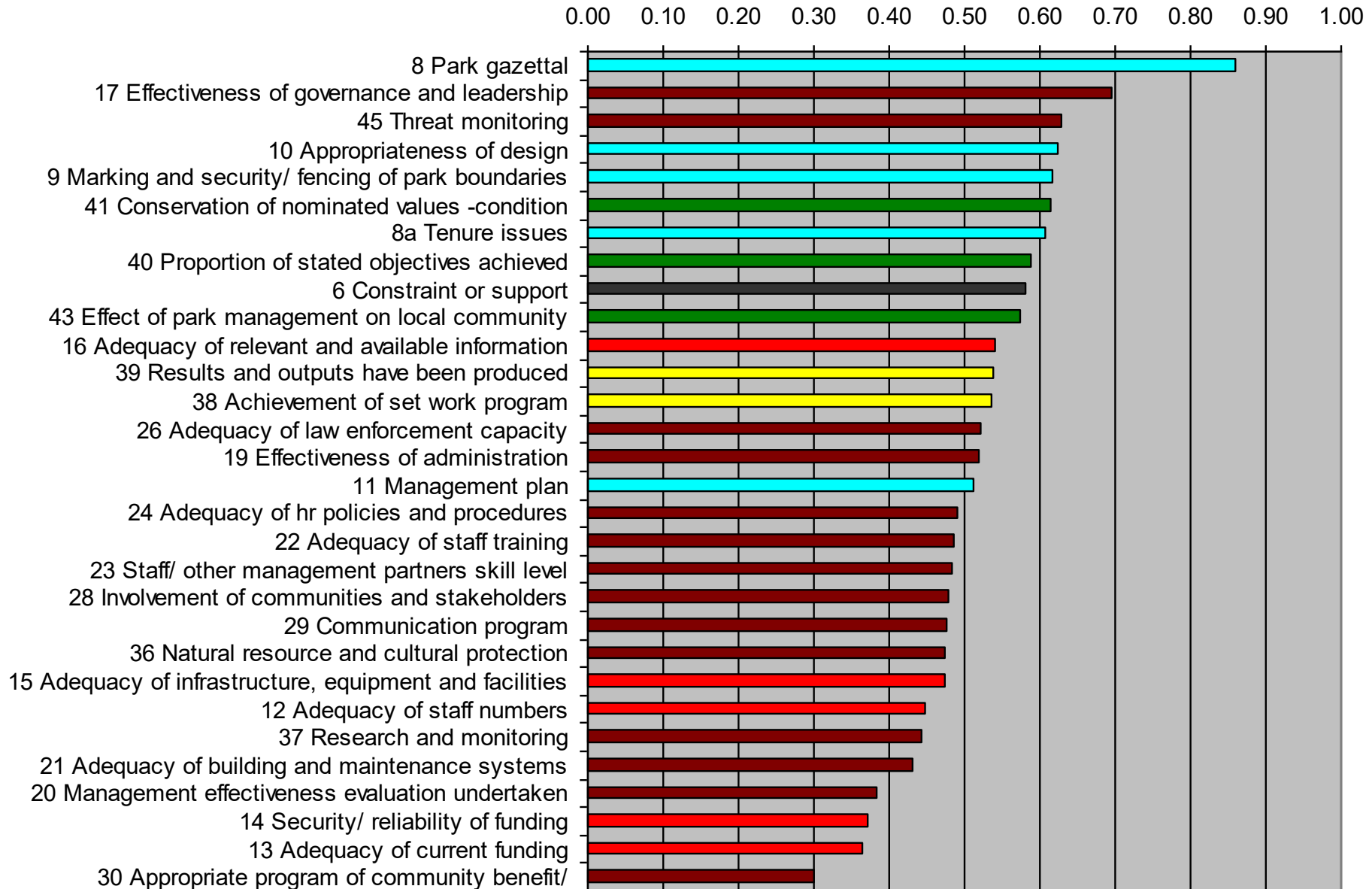
- | | | |
|----------------------------------|---------------------------|----------------------------|
| ■ AEMAPPS | ■ Africa rainforest study | ■ Belize MEE |
| ■ Brazil 1999 | ■ Catalonia MEE | ■ Central African Republic |
| ■ CIMETT | ■ Ecuador MEE | ■ EOH |
| ■ How is Your MPA Doing | ■ Korea METT | ■ Marine tracking tool |
| ■ MARIPA-G | ■ MEE Indian | ■ MEMS |
| ■ NSW SOP | ■ PA Consolidation index | ■ Padovan 2002 |
| ■ Parks profiles | ■ PIP Site consolidation | ■ PROARCA/CAPAS |
| ■ RAPPAM | ■ Scenery matrix | ■ Tasmanian WHA |
| ■ Tracking tool | ■ USA SOP | ■ Valdiviana |
| ■ Venezuela Vision | ■ Victorian SOP | ■ West Indian Ocean MPA |
| ■ Wetland tracking tool | ■ WWF/CATIE | ■ SIMEC |
| ■ India Tiger Reserve Assessment | | |

Many assessment systems used worldwide

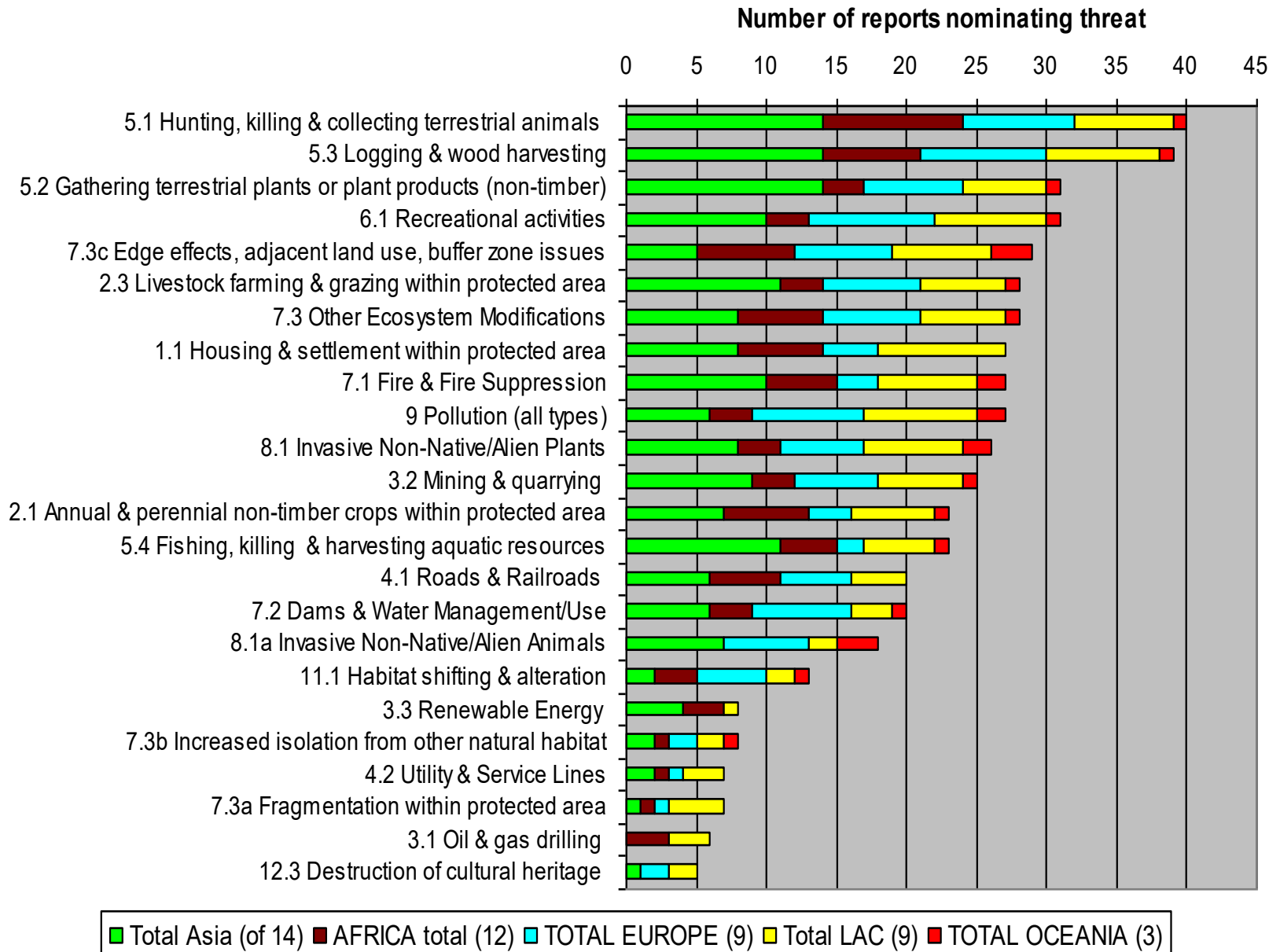
Overall management effectiveness of sites in global study



Headline indicator performance



Most common threats



Workshop program

Discussion tables

- Six discussion tables with 4 rotations
- Topics
 - Indicator selection
 - Linking monitoring with evaluation
 - Linking evaluation with adaptive management
 - Design and data analysis issues in MEE
 - Building institutional capacity for MEE
 - Linking standards and evaluation

Indicator selection guidelines (Marc Hockings and Bill Carter)

- Selecting indicators for assessing management effectiveness is an important component of developing an effective ME system
- This discussion will explore a simple model for how to approach this complex task
- Discussions will assist in developing guidelines that will be shared with PA agencies via the NRS processes

Links between short-term and longer-term evaluation (Tony Varcoe)

- Are our monitoring programs targeted to our management objectives ?
- How successful are we at reporting management outcomes from our monitoring programs?
- Do we have integrated monitoring systems to inform management effectiveness ?
- How can our monitoring frameworks and programs better align with the management effectiveness framework?
- How can we more meaningfully use both quantitative monitoring data and qualitative data (observation/experience) to inform management effectiveness?

Linking evaluation & adaptive management (Chris Jacobson)

- What processes need to occur at each step of the evaluation cycle to ensure evaluation information gets used?
- How do we use evaluation to identify where an alternative model of learning is needed?

Design and analysis issues for ME evaluations (Carly Cook and Josie Kelman)

- What are the strengths and weaknesses of quantitative and qualitative data for evaluations? Is one better than the other?
- Should evaluations be carried out for some or all parks in a network? And how does this influence the depth of data collection?
- What are the implications of design on the analysis of data?

Building institutional capacity for management effectiveness (ME) (Peter Stathis)

- *Why bother? What's in it for me/staff/Executive/stakeholders?*
 - Establishing the imperatives and communicating ME objectives. Costs and benefits.
- *Which framework/approach suits my organisation?*
 - There are many to choose from. Organisational context, requirements, capacity and orientation to values and data.
- *Operationalising the ME program - making it really useful.*
 - Approaches and tools that link and align ME to decision making/review processes.
- *Maintaining corporate enthusiasm for the ME program*
 - Identifying risks, constraints and opportunities. Can you make the ME program part of the preferred way of doing your business?.

Management Effectiveness Evaluation and standards for PA (Katia Lemos Costa)

- Many evaluation systems have been developed and applied in the last decade (Leverington *et al.* 2008) using criteria and indicators to assess performance
- In general, indicators are rated according to a scoring system and the highest possible score = ideal scenario
- Adequate levels of management effectiveness haven't been established for each indicator. As a result, the ideal scenario works like an implicit standard
- But what would explicit standards look like? Would they help PA management? What systems do people use/know about that relate to standards?