

# PA Management effectiveness: tools, techniques and results...

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Marbach workshop for Alpine protected areas, March 2011

Liza Zogib, ABCD – association for biological and cultural diversity

# Overview

- Global thinking on PA management effectiveness
- WCPA framework
- A look at some methodologies (METT and RAPPAM)
- Lessons and recommendations for ALPARC



# Key Context Points

- Paper Parks (Beyond the Trees, 2000)
- CBD programme of work on PAs (2004, 2010)
- Big organizations (IUCN – WCPA, WWF, TNC, and others)
- Regional / country initiatives (e.g. Central America; Thailand)
- Development of methodologies (even before PoW)
- Implementation of methodologies and results...



# The good news

[illegible]

*National Geographic, September 2003*



# And it IS good news

- Biodiversity
- Food
- Water
- Culture
- Health
- Spirit
- Knowledge
- Stability
- Development

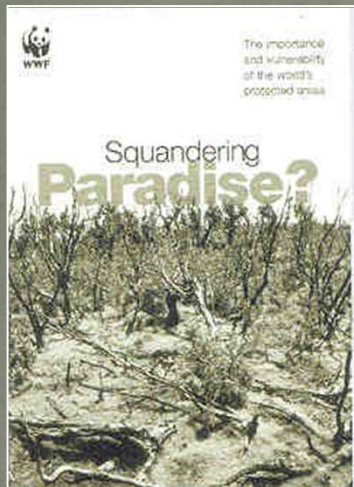


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House of spirits: Mijikenda elders at Chizia Cha Nyere, sacred spot where ceremonies start. Kaya forests, Kenya

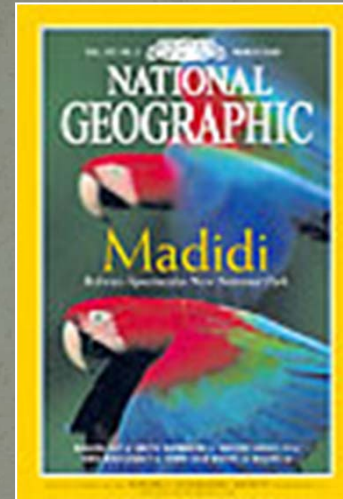
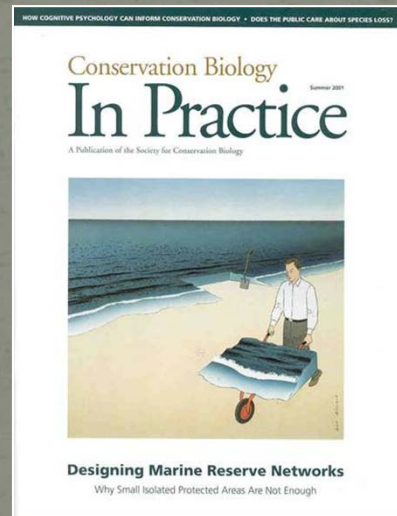


# The bad news



Degradation

Poor design



Threats

Ineffectiveness





# Pressures and Threats





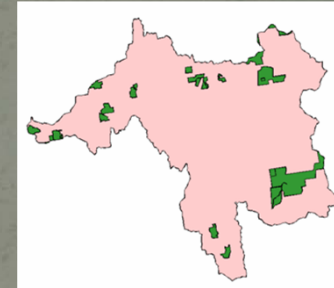
# MANAGEMENT WEAKNESSES



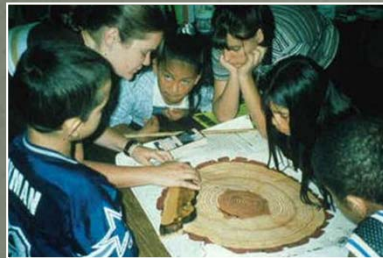
boundary demarcation



staff



layout and design



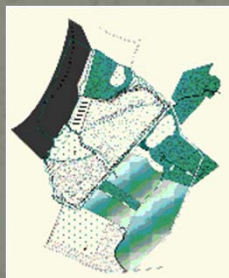
education



equipment



law enforcement



management planning



PA isolation



research



# CBD Programme of Work

- Evaluate at least 30% of each Party's protected areas by 2010
- Assess national protected area systems and, where appropriate, ecological networks
- **Implement key recommendations** from site and system-level evaluations as an integral part of adaptive management strategies



# A Common Framework

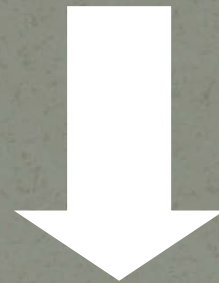


- Based on the management cycle of a site
- WCPA Framework for assessing management effectiveness



# One Framework – Many Systems

Simple questionnaire  
approaches relying on expert  
judgement



Complex data-driven  
approaches relying on regular  
research and monitoring





# Methodologies...

- WWF – World Bank Management Effectiveness Tracking Tool (METT)





# WWF/WB METT

- **Management Effectiveness Tacking Tool**
- Simple tool developed to report on portfolios of sites
- Developed to assess target of improving management in 75 million ha of forest PAs
- Developed to meet agreed and clearly articulated objectives





# METT Objectives

- Conservation & development outcomes
- Track improvements in management
- Harmonise reporting for multiple sites
- Quick & easy to complete
- Expert site-based knowledge
- Easily understood by non-specialists
- Consistent with existing reporting
- Useful information for site managers



- Developed over two years
- Drafts field tested
- Independent review and field test in Asia
- Two 'rounds' of use before revision





# 2006 revised edition

- Revised guidance
- Changes to data sheets
  - Threat list and management activities
- Limited changes to questionnaire
  - One new question
  - Additional points on outcomes
  - Further standardisation of languages

# What is the METT?

- **Datasheet:** contextual information including objectives and threats
- **Questionnaire:** 4 alternative text answers to 30 question and an associated score to summarise progress
- **Associated text fields with each question:** recording justification for assessment, sources used and steps to be taken to improve the management issue



Issue	Criteria	Score	Comments/ Explanation	Next steps
<b>24. Visitor facilities</b>  Are visitor facilities adequate?          <i>Outputs</i>	There are no visitor facilities and services despite an identified need	0		
	Visitor facilities and services are inappropriate for current levels of visitation	1		
	Visitor facilities and services are adequate for current levels of visitation but could be improved	2		
	Visitor facilities and services are excellent for current levels of visitation	3		

# To score or not to score

- Scores most useful when grouped by elements of the Framework
- Track changes in sites over time



# Using the METT at Sites



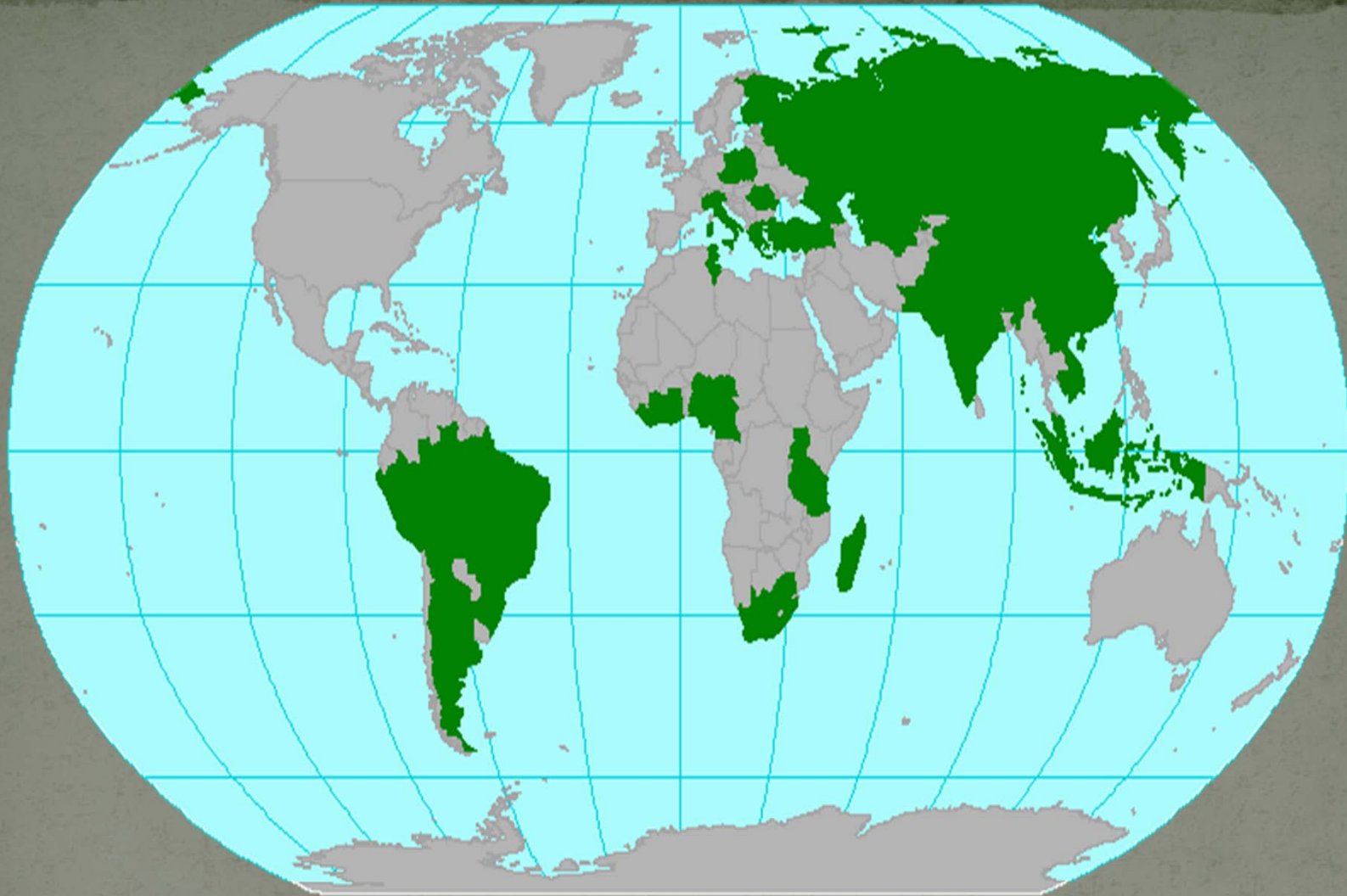
- Self-assessment system
- Protected area managers are asked to complete the tracking tool, ideally with a team of staff and other stakeholders



# How has it been used?

- WWF's portfolio +200 forest PAs
- World Bank's portfolio of PAs
- GEF PA projects
- Adapted for marine and freshwater
- Adapted for use in all PAs in China
- Used in private reserves in South Africa
- Adapted for landscape use, MPA networks etc etc





37 countries in Europe, Asia, Africa and Latin America

The Tracking Tool is  
available in English,  
French, Spanish,  
Portuguese, Chinese,  
Russian, Bahasa  
Indonesia, Lao,  
Khmer, Vietnamese  
and Mongolian



# Tracking Tool: Strengths

- Multiple choice allows for some complexity of response
- Enables more consistent analysis of answers over time
- Next steps section provides some guidance for adaptive management
- Questions are specifically linked to achievement of objectives
- Short and relatively quick to complete
- Standardised language thus easy to translate

# Tracking Tool: Achievements

- Has grown from measuring one project's target to many adaptations and uptake by major funding bodies
- Biggest global data set of PA effectiveness information using one system
- Improving effectiveness from site level to global level



# Tracking Tool: Limitations

- Not an independent assessment
- Questions are not weighted
- Limited evaluation of outputs and outcomes
- Generic (general not specific) multiple choice questions not always easily applicable

However good management is, if values continue to decline, the objectives are not being met. Therefore the question on condition assessment has disproportionate importance.

# Methodologies...

- WWF's RAPPAM – Rapid Assessment and Prioritization of Protected Area Management
- System-level assessment





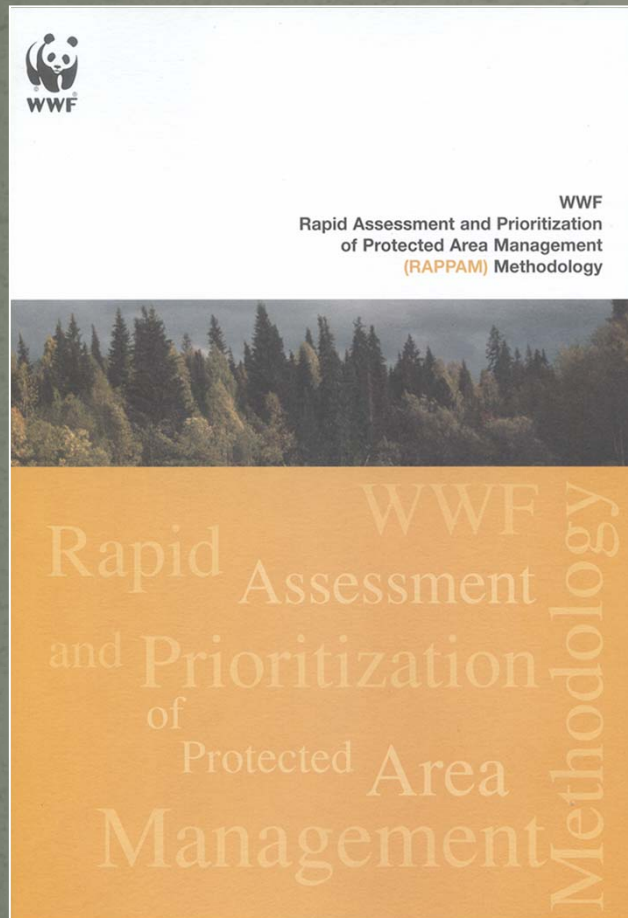
# Why Assess the PA System?

- Over 100'000 PAs
- In depth site-level evaluations are expensive
- Policy makers and donors want to invest wisely
- Sense of priority



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# RAPPAM METHODOLOGY: A Tool for Assessing PA Systems



- Identifies strengths and weaknesses across PA system
- Analyzes range of threats across PA system
- Identifies high-priority areas
- Identifies strategic, system-level policy interventions



# RAPPAM Worldwide



Over 700 protected areas assessed in 24 countries...

# WWF's experience with system assessments

- **Completed or In Progress:**

- Bhutan (4 PAs)
- Cameroon (all PAs)
- China (88 PAs in FUY)
- Colombia (adaptation of RAPPAM in Chocó ecoreg.)
- Russia (197 PAs)
- South Africa (110 PAs KZN)
- Georgia (18 PAs)
- Lao PDR (20 PAs)
- Nepal (All PAs)
- India (PAs of Eastern Himalayas)
- India (Western Ghats)
- Cambodia (26 PAs)
- Finland (all PAs)
- Slovakia
- Indonesia (41 NPs)
- Czech Republic
- Bolivia (23 PAs)
- Malaysia (23 PAs)
- Brazil (Sao Paulo state)
- PNG (All PAs)



# Steps in the methodology

- Step 1: Identify the protected areas to be included in the assessment
- Step 2: Assess existing information for each protected area
- Step 3: Administer the Rapid Assessment Questionnaire
- Step 4: Analyze the findings
- Step 5: Identify next steps and priorities – publish report

# How does it work?

## RAPPAM QUESTIONNAIRE

**PLANNING**

**OBJECTIVES**

y	mf	mf	n	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	a) PA objectives provide for the protection and maintenance of biodiversity.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	b) Specific biodiversity-related objectives are clearly stated in the management plan.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	c) Management policies and plans are consistent with the PA objectives.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	d) PA employees and stakeholders understand the PA objectives and policies.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	e) PA employees and stakeholders support the overall objectives of the PA.

Notes

**LEGAL SECURITY**

y	mf	mf	n	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	a) The PA has legal form legally binding objectives.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	b) There are no unresolved disputes regarding land tenure or use rights.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	c) Boundary demarcation is adequate to meet the PA objectives.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	d) Staff and financial resources are adequate to conduct critical law enforcement activities.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	e) Conflicts with the local community are resolved fairly and effectively.

Notes

**SITE DESIGN AND PLANNING**

y	mf	mf	n	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	a) The design of the PA is consistent with the PA objectives.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	b) The layout and configuration of the PA optimizes the conservation of biodiversity.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	c) The PA zoning system is adequate to achieve the PA objectives.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	d) The land use in the surrounding area enables effective PA management.
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	e) The PA is linked to another area of conserved or protected land.

Notes

- Is based on WCPA Framework
- Includes 100+ questions
- Relies on qualitative scoring by 'experts'
- Questions are relative to context

## GROUP DISCUSSIONS

- Establish common baseline
- Help to verify data





# The RAPPAM Questionnaire

1. Background information
2. Pressures and threats
3. Context (biological importance, socio-economic importance, vulnerability)
4. Planning (objectives, legal security, site design and planning)
5. Inputs (staffing, communication and information, infrastructure, finances)
6. Processes (management planning, management decision making, research, evaluation & monitoring)
7. Outputs

# The Questionnaire

- It also includes 30 policy-level questions, covering:
  - System-level design
  - PA policies
  - Broad legal and policy environment





# Analysis

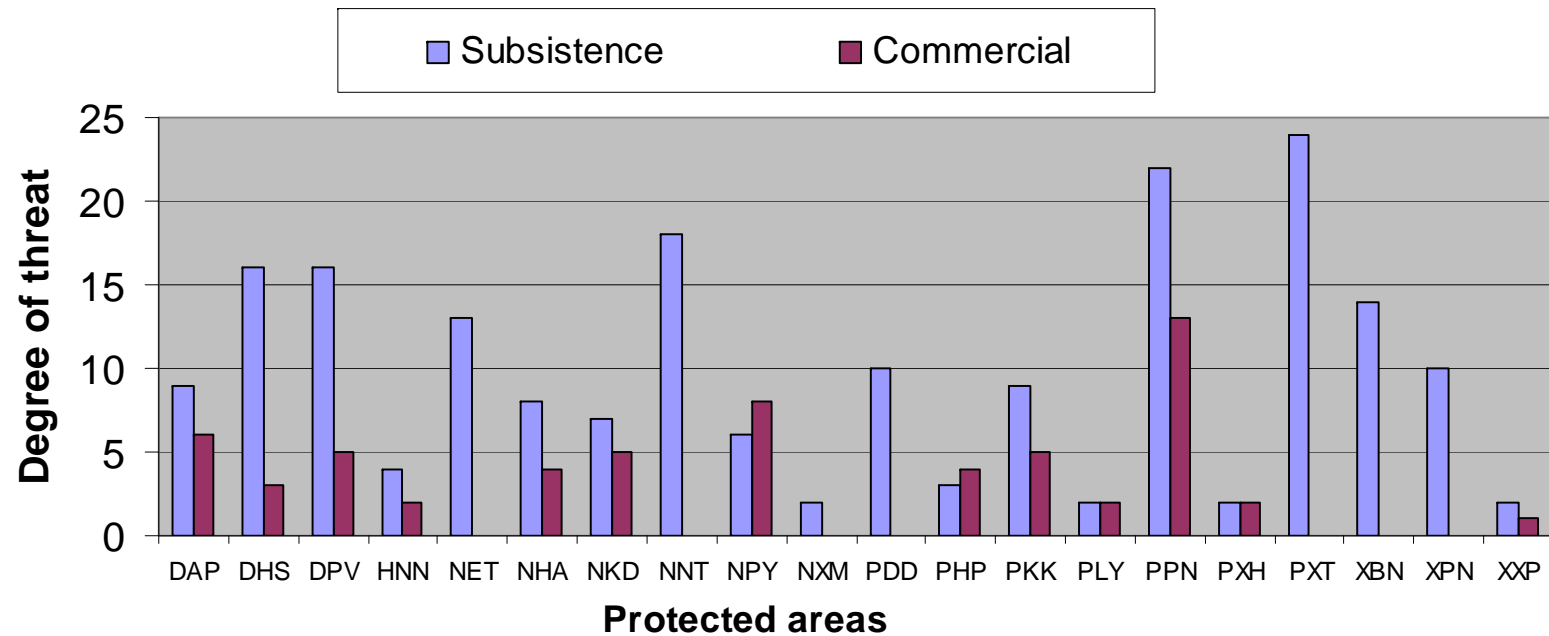
- Pressures and Threats
- Management Effectiveness
- Vulnerability
- Biological Priority
- Socio-economic Priority
- Trends and Outlook



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# Analysing a Single Threat

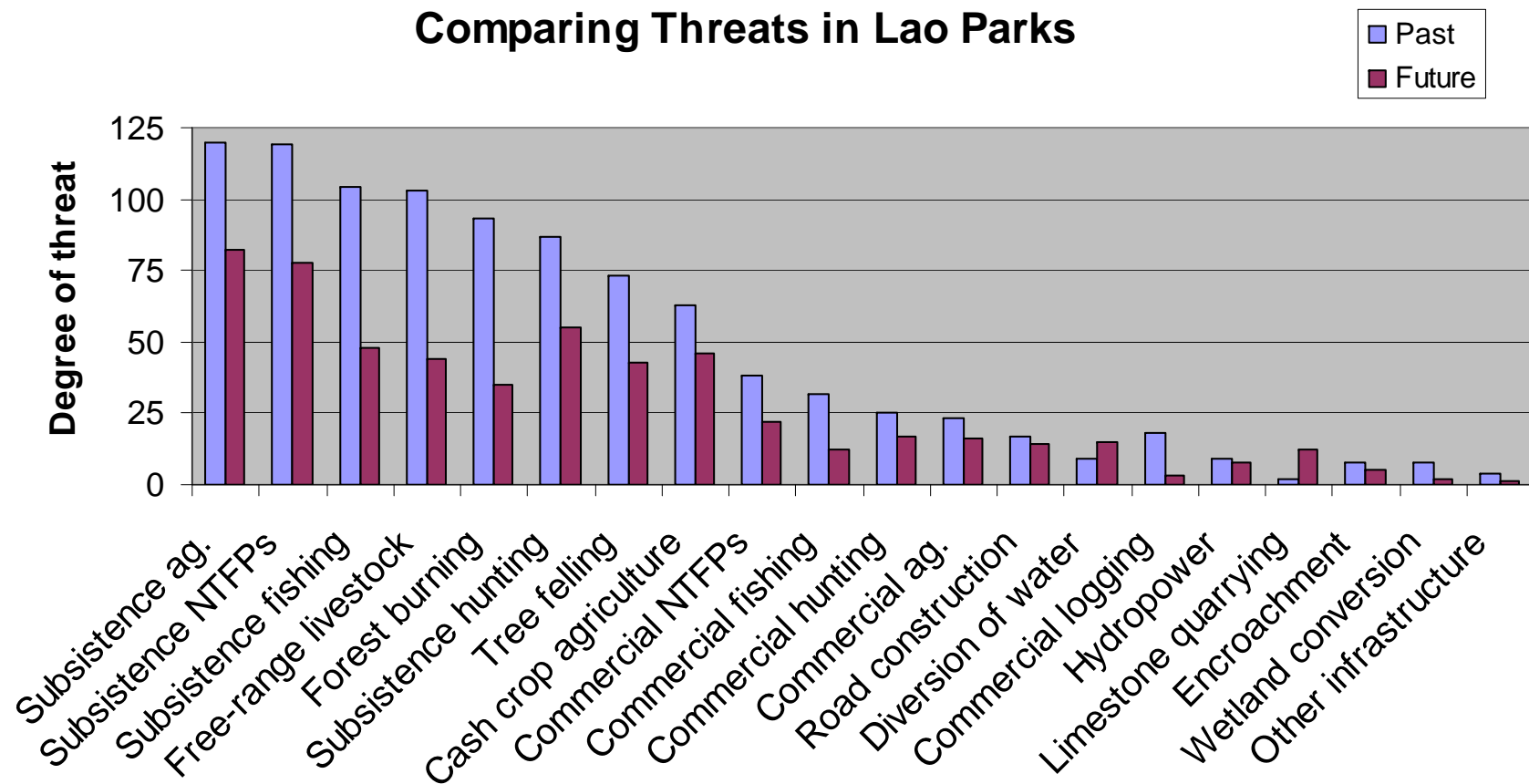
## Use of NTFPs in Lao Parks



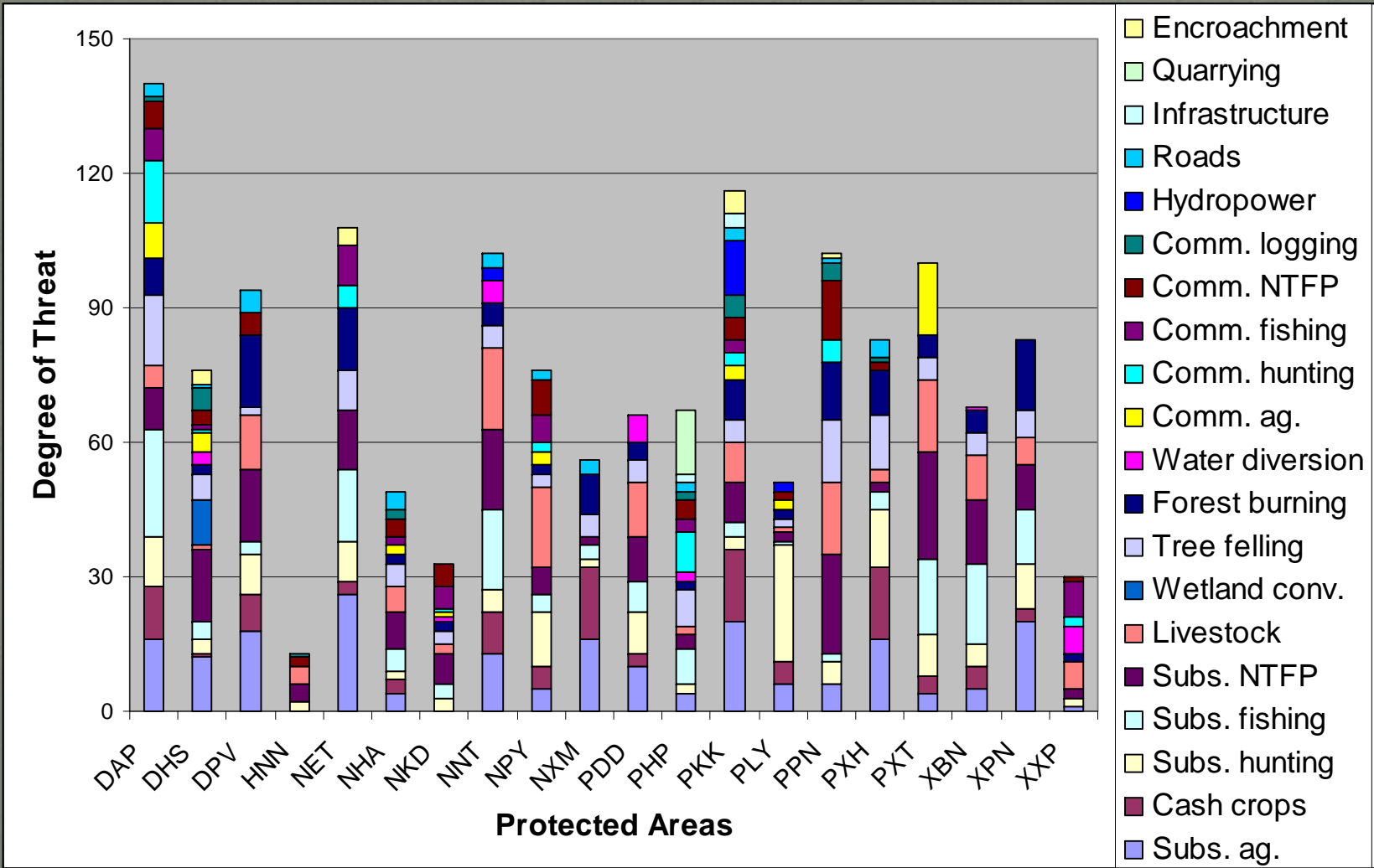


# Comparing Threats

## Comparing Threats in Lao Parks



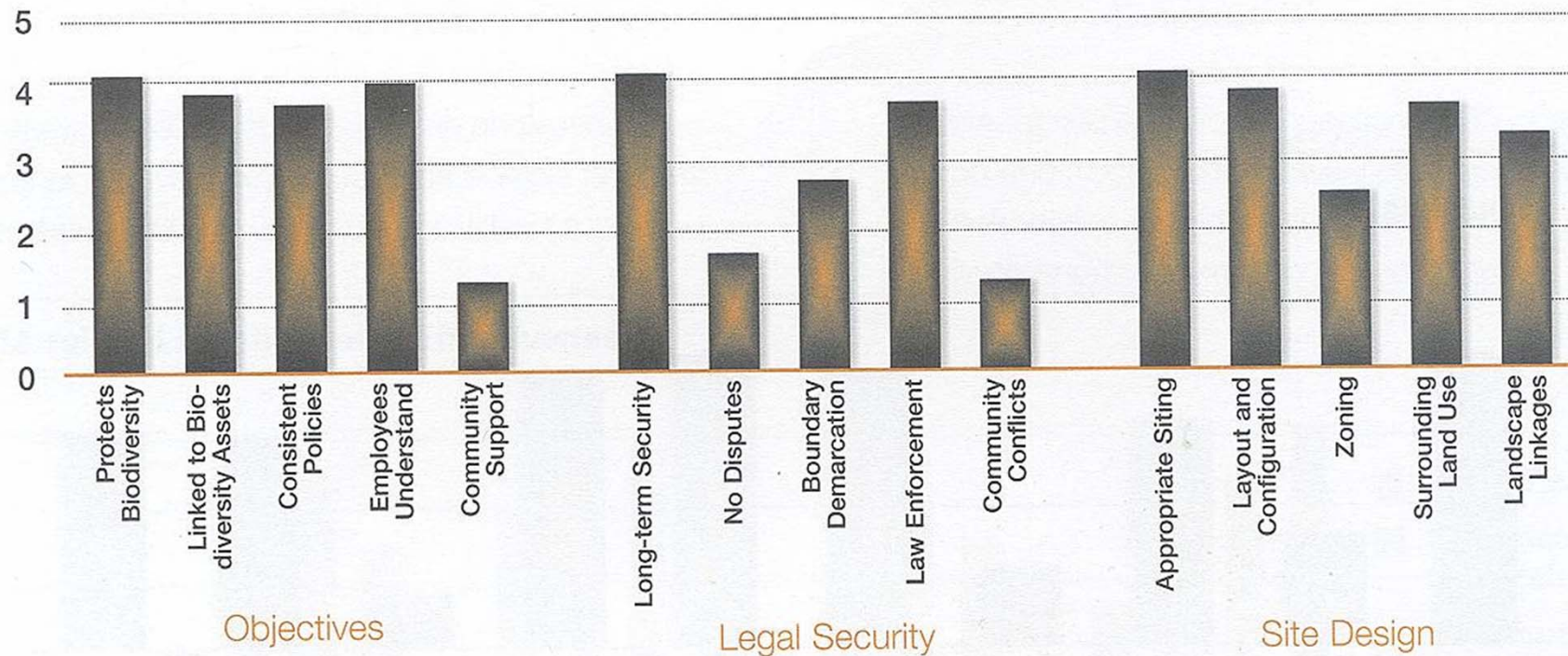
# Comparing Protected Areas



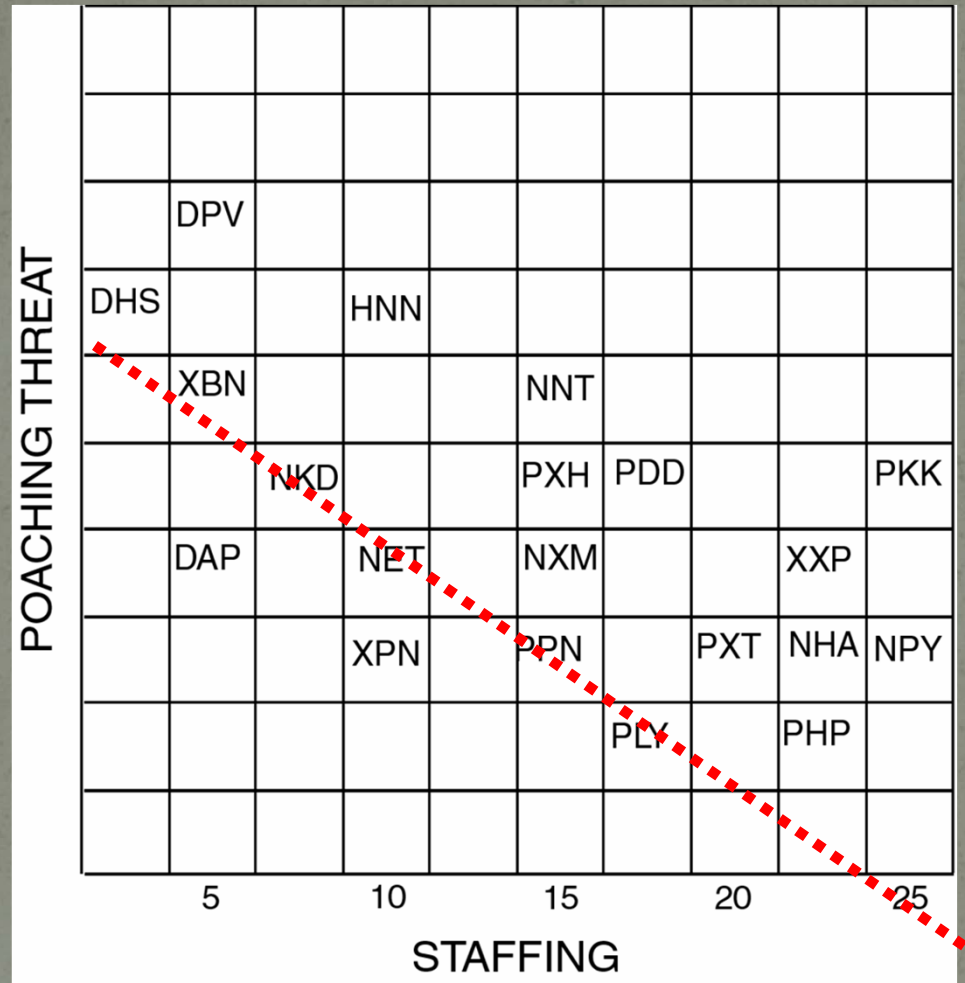


# Management effectiveness analyses: performance in general areas

## Planning

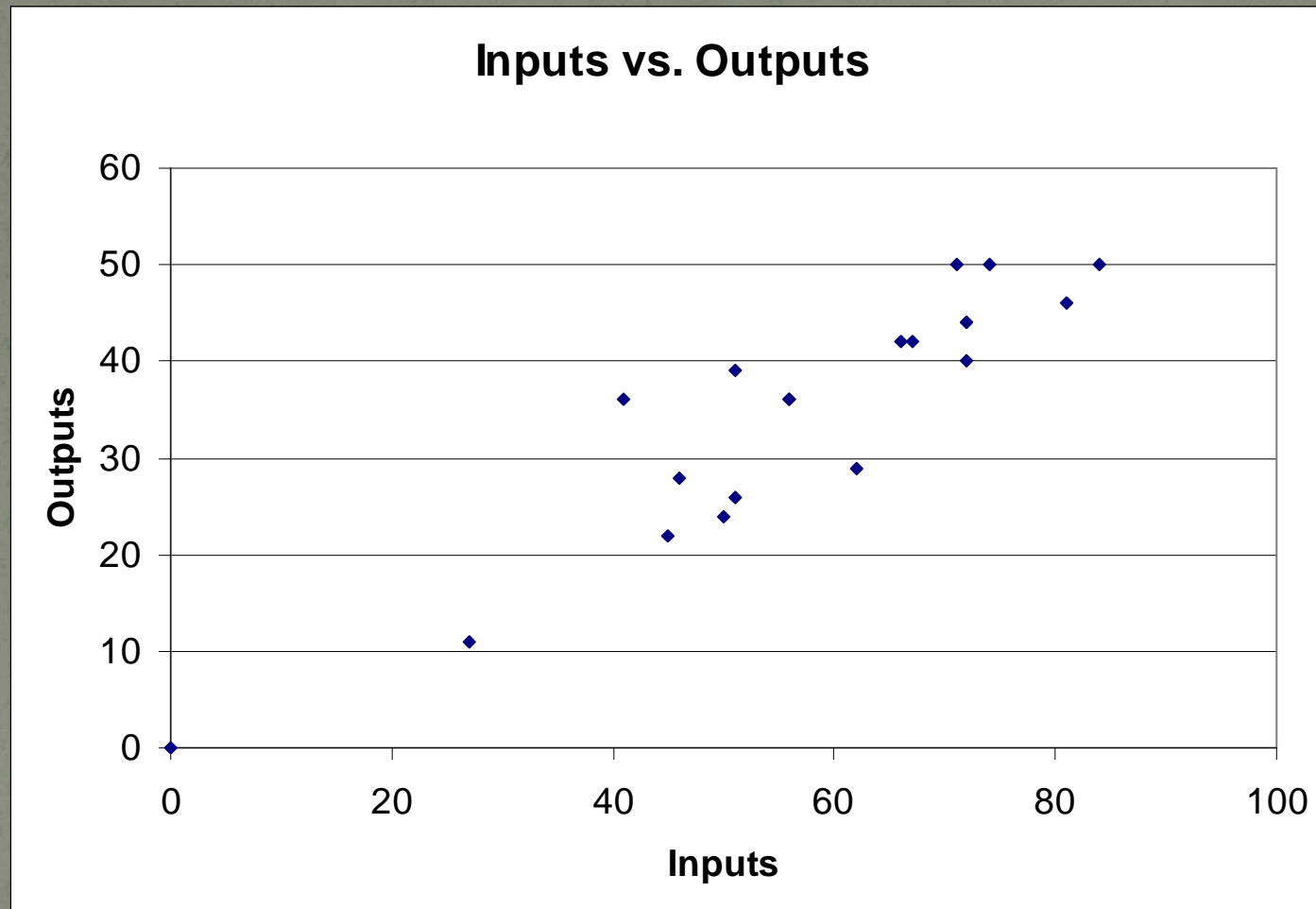


# Identifying Correlations





# Identifying Correlations



# Using RAPPAM results

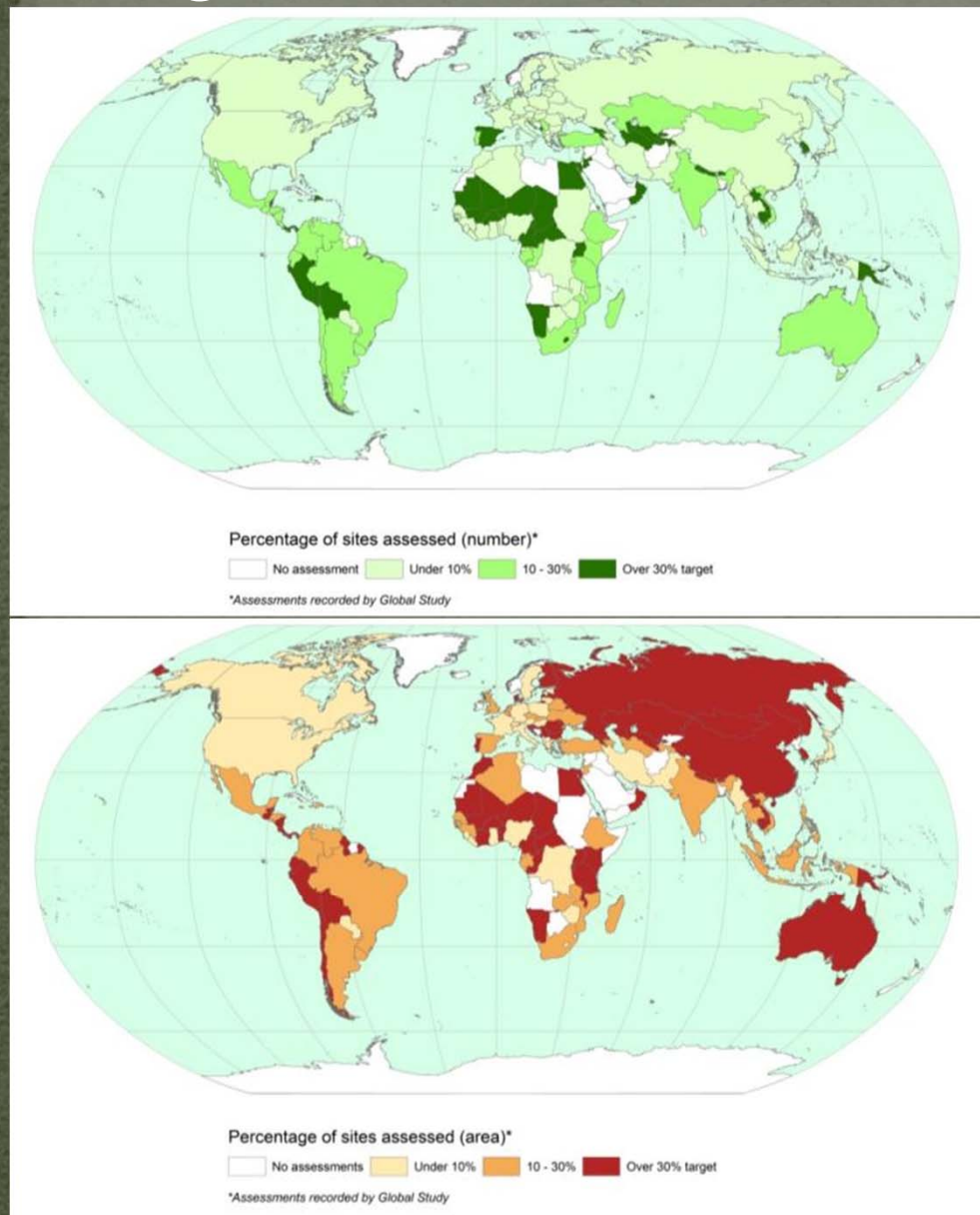
- Review budgets
- Communicate, raise awareness, and fundraise
- Identify knowledge gaps
- Develop or modify policies
- Prioritize areas at risk
- Strengthen threat prevention efforts
- Explore individual threats in detail
- Identify underlying patterns
- Build capacity of protected area staff
- Build support for increased funding



## Conclusion

- The Rapid Assessment provides a useful tool for systematically analysing protected area systems
- It is a simple, inexpensive and rapid assessment
- It can complement more detailed site-level assessments
- It can be used to monitor progress over time
- An assessment is not a panacea, but is a critical first step
- Administrative, financial and policy follow up support is essential for improvement

# Progress on a Global Scale



- Progress towards the 30% target for management effectiveness evaluation
- **35 countries** have met the target (based on number of sites assessed)
- **63 countries** have assessed more than 15% of sites
- **67 countries** have assessed more than 30% of their PA system (by area)
- **99 countries** have assessed more than 15% of their PAs (by area)
- National and System level assessments are becoming common

Map production by Dr Lauren Coad, University of Oxford



# Key findings

Effectiveness of management	Africa	Asia	Europe	LAC	Oceania
Clearly inadequate	22 <sup>0</sup> %	16 <sup>0</sup> %	8 <sup>0</sup> %	13 <sup>0</sup> %	11 <sup>0</sup> %
Basic but with major deficiencies	31 <sup>0</sup> %	25 <sup>0</sup> %	23 <sup>0</sup> %	33 <sup>0</sup> %	25 <sup>0</sup> %
Basic	31 <sup>0</sup> %	34 <sup>0</sup> %	39 <sup>0</sup> %	37 <sup>0</sup> %	35 <sup>0</sup> %
Sound	17 <sup>0</sup> %	26 <sup>0</sup> %	29 <sup>0</sup> %	16 <sup>0</sup> %	29 <sup>0</sup> %

## Strengths

Protected area establishment  
(gazettal, tenure, boundary  
demarcation)

Appropriate PA design

Conservation of PA values

## Weaknesses

Adequacy of funding and staffing

Programs of community benefit

Monitoring and evaluation

# What does all this mean for ALPARC?

- Lots of experience in many places and globally
- Learn the lessons of methodologies that have been used many times
- Be clear about WHAT you want to assess and WHY?
- Be clear about what you intend to do with evaluation results
- Be PRAGMATIC about indicators – they will NEVER be perfect