



FOREWORD

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Convention on
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TITLE PAGE PHOTO

Dolomites, World Heritage Property and protected area, Italy

Source: Graeme L. Worboys

Foreword

The world's more than 200 000 protected areas come in many forms, on land and at sea, and occur in every country (Bertzky et al. 2012). They are places that people establish to conserve natural and cultural heritage and to sustain their benefits for society. Among other values, protected areas allow people to connect with nature for their inspiration, education, wellbeing and recreation. While protecting ecosystems that are essential for life, they can support human livelihoods and aspirations and offer nature-based solutions for the complex challenges faced by the world today. Contemporary systems of protected areas include a great variety of areas established over generations by diverse actors and for many purposes, yet they have some very important features in common, regardless of their origins or their direction. The International Union for Conservation of Nature (IUCN) definition of a protected area creates a common framework for understanding the essence of the governance and management regimes that are at the heart of every protected area as a 'clearly defined geographical space, recognised, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values' (Dudley 2008:8).

Protected areas are the cornerstones of biodiversity conservation. In recognition of this role, the Convention on Biological Diversity (CBD) adopted a Programme of Work on Protected Areas (PoWPA), including recommendations from the 2003 IUCN World Parks Congress (CBD 2004; IUCN 2005). Subsequently, the CBD adopted the Strategic Plan for Biodiversity 2011–20, with 20 Aichi Targets (CBD 2011), many of which depend on the successful implementation of protected area systems and sites. In particular, Target 11 on Protected Areas requires that:

By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes (CBD 2012).

Achieving Target 11 will also contribute to achieving many of the other Aichi Targets but requires much greater investment in capacity development for implementation, as these targets emphasise quality over quantity and greater integration within conservation and



Marine iguana (*Amblyrhynchus cristatus*), Galápagos National Park World Heritage Property

Source: Graeme L. Worboys

development planning arenas. The decisions of the CBD request the IUCN, its World Commission on Protected Areas (WCPA) and other organisations to provide specific guidance to the parties on how to implement these goals, many aspects of which are not well understood. This book is one such contribution to developing capacity among conservation professionals for improved planning, management and governance of protected area sites and systems. It builds on the IUCN's long history of producing guidance designed to strengthen protected area management (MacKinnon et al. 1986; IUCN 2005; Lockwood et al. 2006), including the IUCN WCPA Best Practice Guideline Series. A key feature of this book is to promote better governance of protected areas and thereby to promote more effective management that will achieve the desired outcomes. In some countries, all areas that meet the IUCN definition are regarded as part of the national system of protected areas; in others, some forms of protected or conserved areas, and particularly those that are established by non-state actors, are not yet fully recognised (Borrini-Feyerabend et al. 2013). The IUCN, however, maintains a wide and inclusive definition and promotes the appropriate recognition of all forms of protected areas, however they are established, governed and managed, allowing also for the recognition of a variety of 'other effective area-based conservation measures'. Achieving more effective and equitable management requires the appropriate capacity among all institutions and individuals involved. This volume provides an accessible and valuable resource to underpin future capacity development efforts.



Namadgi National Park Ranger Dave Whitfield, Australian Capital Territory, Australian Alps

Source: Graeme L. Worboys

Capacity development is a complex enterprise involving individual and institutional strengthening in support of enhanced implementation and performance. At its heart, learning, education and training encompass a complex of approaches that can contribute to individual and institutional competencies to achieve the desired outcomes. In both formal and informal education, this can involve determining levels of competence and the understanding and skills required by institutions and individuals to govern and manage protected areas. In more formal settings, this includes the senior administrators who have overall responsibility for protected area networks, protected area managers responsible for sites and those who carry out the many day-to-day management roles—that is, the field rangers and staff and the communities involved in the protected area sites. For management to be effective, all of these players must be enabled by competent community or public institutions that include the full range of actors who together can manage complex operational conservation and sustainable development programs.

If one's purpose is to deliberately enhance capacity in an accountable way, first, standards for competence and accredited qualifications must be established and applied for protected area professionals. Second, once the competencies for effective performance have been

established, a broad spectrum of learning methods, both formal and informal, is required to prepare individuals for their roles as professionals in this field. These can include residential and distance learning, university-based, college and school programs that lead to degrees, diplomas and certificates, and may themselves incorporate experiential learning through internships, assignments and other field-based applications. Informal education and training approaches include an even more diverse range of in-service training, mentored learning, apprenticeships, peer-to-peer exchanges, self-study or simply learning by doing in practice. The learning methods vary according to the competencies. For example, the capture and care of wild animals require a very different learning environment compared with the design of an effective business plan, and yet both are needed for the implementation of a translocation policy to maintain genetic diversity in wildlife management. The complexity of interdisciplinary skills needed for these functions demands much more than the average training program, and the learning process needs to be conducted by individuals who are not only technically competent themselves, but also able to facilitate adult education and training—a demanding and skilled profession.

Finally, apart from the availability, willingness and motivation of the individuals who become involved in the capacity development process itself, there is the whole question of the resources that are available to support the processes described above. These include not just the physical resources of space and facilities, the time required for learning to take place, the availability of skilled educators, trainers and mentors, the existence of institutions which are prepared to invest in the development of professional skills, and the financial resources to support the process, but also the intellectual learning resources that will support study and learning. Fortunately, the world of protected areas and the people involved in them have been willing to lend their experience towards the development of such resources.

The IUCN and WCPA have a long-term commitment to strengthening protected area management and governance and to providing the resource materials, best-practice guidelines and training to strengthen protected area management. Many of these efforts have been derived from hard-won experience in the field and involved the broader WCPA network of conservation professionals applying their expertise to the resolution of problems faced in practice. The WCPA's voluntary specialist groups and task forces have played a key role in developing best-practice materials and expanding professional skills and networks for protected areas globally. Many have contributed actively to this volume. The value of these initiatives has been recognised by the parties to the CBD, who have exhorted the IUCN, and specifically the WCPA and other international organisations, to develop further guidance on new and emerging topics relevant to protected area management.

While there remain significant challenges for ensuring competent management and governance of protected areas to meet their goals, protected area professionals are also required increasingly to meet new demands and challenges and their job is becoming ever more complex. The rationale for the establishment of protected areas includes the maintenance of the functions and value of natural ecosystems to address, amongst other objectives, the concerns and needs of human society. Rather than being 'set aside', these areas are a legitimate and wise use of land and aquatic resources that will provide value to society both now and in the future. These life-support and ecosystem service functions will become ever more valuable as ecosystems in the production landscape are compromised by over-extraction, habitat loss and degradation. It is increasingly apparent that many protected areas not only provide essential ecosystem services, but also can contribute natural solutions to critical environmental challenges (Lopoukhine et al. 2012).



Protected area management students, Tasman National Park, Tasmania, Australia

Source: Graeme L. Worboys

There are two main gaps in knowledge, understanding and practice that this situation presents. On the one hand, protected area managers have to face up to the increasing pressures on the protected area systems themselves. For example, at the system and site scales, they have to deal with the impact of a changing climate, and how this affects the distribution and viability of wild populations in changing environments, or how the changed behaviour of alien invasive species affects the integrity of conserved natural ecosystems. On the other hand, protected area systems can also be part of the solution to new challenges faced by society, such as sea-level rise and storm surges that affect coasts and islands, or the increased incidence and severity of fire due to seasonal weather changes. The governors and managers of these areas need knowledge and skills both to manage and mitigate the impacts on protected areas and to collaborate with other sectors of society concerned with finding solutions to such issues as global climate change, human health and wellbeing, addressing food and water security and managing for disaster risk reduction.

To do this, protected area practitioners' capacity to govern, plan and manage in multi-agency and multi-stakeholder settings has to be enhanced. It takes diverse skills and resources to address the implementation of



Glacial-fed clean, clear streams of the Great Himalayan National Park, Himachal Pradesh, India, provide vital fresh water for downstream communities

Source: Graeme L. Worboys

protected area governance and management working in concert with national biodiversity strategies and action plans, with the agencies responsible for agriculture and water affairs, with the health promotion and leisure industry, or with the humanitarian and insurance sectors involved with disaster recovery. So while this book alludes to these demands and begins to prepare the protected area community to deal with them, there remains a huge challenge to identify this wider set of competencies and to develop the curriculum, learning processes and resources to address these new demands.

This book has been prepared as a contribution to the IUCN World Parks Congress in Sydney in 2014. The global community is at the interface of ensuring the quality of protected area governance and management, together with the way that effectively managed and equitably governed protected areas systems can support society to meet current and future challenges. Resources that support capacity development are a crucial component of the value chain to enable competent professionals and effective institutions to achieve satisfactory outcomes. It is our hope that this learning resource will be an excellent foundation for the major enterprise in capacity development that must follow—one of the important outcomes of the IUCN World Parks Congress contributing to ‘The Promise of Sydney’.

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