

FEDERAL AGENCY FOR NATURE CONSERVATION
International Academy for Nature Conservation Isle of Vilm (INA)



How to Manage a Natural World Heritage Site?

Applying the IUCN tool kit on management plans in Central and Eastern Europe

October 28th to November 1st 2006

**at the International Academy for Nature Conservation
Isle of Vilm, Germany**

organised by

The German Federal Agency for Nature Conservation (BfN)
in collaboration with IUCN

Documentation of the training workshop by
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Content

- Introduction* 1
- Synopsis* 1
- Programme*..... 3
- Plenary and Working Group Results* 6
 - Why Management Plans?..... 6
 - Working Groups on participation 8
 - Working Groups on natural value 10
 - Working Groups on vision and objectives 11
 - Working Groups on visualising a WH Management Plan 12
 - Working Groups on strategy 13
 - Working Group on the case study of the Archabbey of Pannonhalma: A Cultural Landscape World Heritage Site 14
- Evaluation of the Training Workshop*..... 16
 - Learning points 16
 - Summary of the evaluation sheets 16
 - Follow up actions 20

Introduction

Background of the seminar:

In many countries of Central and Eastern Europe, the inscription of World Natural Heritage sites under the World Heritage Convention is an important contribution to nature conservation. At the same time, a high degree of responsibility exists on the part of the State Party resulting from the obligations of the Convention as well as from the increased international reputation and attention associated with the inscription of sites in the World Heritage list. State Parties become responsible for the effective management of these sites. The development and application of management plans are important means to ensure the protection of sites for present and future generations. In order to assist World Natural Heritage sites with the preparation of management plans IUCN has developed a resource manual, the contents of which were “tested” during the training event.

Aims of the seminar:

- creating skills and understanding of the preparation of management plans for Natural World Heritage sites
- providing a set of modular practical guidance for training on the preparation of management plans

Target groups:

- Managers and staff of World Natural World Heritage sites preparing management plans
- Protected area agencies and consultants who are developing management plans for World Natural World Heritage sites
- Experts and trainers involved in training workshops on management planning in natural World Heritage sites

Synopsis

The seminar was the first time that the content of the proposed Resource Manual had been available and subject to a peer group-professional review of this draft document.

The delegates came from significantly different backgrounds with different experiences of the World Heritage Convention and the preparation of management plans. Their geographical context differed, even though many of them were from Eastern European countries.

The challenge in delivering a training workshop which met everybody’s needs was therefore quite demanding. We gratefully acknowledge all the positive contributions and comments from the delegates and their flexibility in enabling us to meet their requirements.

In order to do so the programme was continuously adapted throughout the workshop. The latest version of the programme is included in this documentation.

Some general lessons learned:
















Generally there was a very favourable and positive response from the delegates to both, the content and the form of the workshop. Everybody was content with the balance of the inputs, case studies and working group sessions. From their feedback one can see that the delegates benefited individually from the opportunities of the workshop, both from a personal and a professional point of view. Likewise for the organisers the delegates were a very good audience for testing the draft resource manual from IUCN perspective. Their feedback provided a number of valuable suggestions to consider in reviewing the manual.

In addition a number of very helpful suggestions were made to improve the format of any future training sessions should they be repeated:

- Real case studies from the geographical region which the delegates came from are an essential requirement to make things clear and more practical.

- Enough time should be allowed for working groups discussion and feedback for them in the plenary discussions.
- For any future training workshops it would be very helpful to have more information about the background and expectations of the delegates before the workshops starts so that its content can be adapted to meet their needs (e.g.: their experience of the topic, their readiness to contribute case study material, their expectations of the seminar). It also would be appropriate to send them beforehand material related to the Convention and other important documents in order to familiarize them with it and enable them to focus on their exact needs.
- It is crucial to have someone with detailed knowledge of the World Heritage Convention present in this kind of training seminars.
- Creating a balance between theory and practice will always be a challenge.
- To provide a better context and realism it would be very helpful if such seminars took place in a World Heritage Site or that sufficient material about one specific area was available throughout the whole training event to be used as the basis for illustrating the principals of the Manual. This may increase the time needed for the training event.
- There was a desire to have more and intensive discussion about the key words of the Convention, e.g.: outstanding universal value, integrity and authenticity.

Programme

Saturday, October 28 th , 2006	
18:15	<i>Departure from Lauterbach / Mole to Vilm by ferry</i>
18:30	<i>Registration and dinner</i>
 19:30	Welcome to the participants, introduction to Vilm Island (G. STOLPE, BfN) The BfN series of seminars on World Natural Heritage (B. ENGELS, BfN)
 20:00	Getting to know each other (S. EIBING, Consultant)
Sunday, October 29 th , 2006	
07:30	<i>Breakfast</i>
 09:00	Introduction & Background Workshop introduction (P. OGDEN, & S. EIBING, CONSULTANTS) Aims, training manual, overview of the programme
 09:15	The World Heritage Convention and the role of IUCN (B. OHNESORGE, IUCN)
 09:45	Plans and planning: recognising the differences (P. OGDEN)
 10:15	Why management plans? (S. Eibing)
10:45	<i>Coffee</i>
 11:15	Why management plans (contd.)
12:30	<i>Lunch</i>
 14:00	Getting started Fail to prepare, prepare to fail! How to plan your work (P. OGDEN)
 14:30	Participation Whom to involve and when? (S. EIBING)
 15:00	Case study on participation: Lonjsko Polje Nature Park, Croatia (G. GUGIC)
15:30	<i>Coffee</i>
 16:00	Group session: sharing ideas about participation
 17:15	Presentation of group discussions
18:30	<i>Dinner</i>
 20:00	Case study on Public Hearing of the Management Plan for Pirin WHS, Bulgaria (L. DIMITROVA)
Monday, October 30 th , 2006	
07:30	<i>Breakfast</i>
 09:00	Understanding the relevance and condition of the site's natural values and integrity (P. OGDEN)
 09:30	Case study on natural values: Bialowieza, Poland (R. KRZYSCIĄK-KOSINSKA)



09:45 Group session: sharing ideas about the Outstanding Universal Value



10:00 Presentation of group discussions

10:30 Coffee



11:00 **Agreeing on a vision and management objectives** (P. OGDEN)



11:15 **Case study** on vision and objectives: Fjord, Norway (P. OGDEN)



11:30 Group session sharing ideas about vision and objectives



12:00 Presentation of group discussions

12:30 Lunch

13:30 **Excursion on Vilm (G. STOLPE, BfN)**

15:00 Coffee



15:30 Group session on drawing a Management Plan for Vilm



16:00 Presentation of group discussions



16:30 **Applying the elements of a management planning process in different ways** (S. EIBING)

Management cycles: key elements and different options for the preparation of management plans



17:30 **What have we learnt so far?** (S. EIBING)

Review of progress and feedback on workshop themes to date. Looking forward...



18:30 Dinner



20:00 **Case study** of the Slovak & Hungary Caves WHS, Slovak (L. GAAL)

Tuesday, October 31st, 2006

07:30 Breakfast



09:00 **Periodic reporting** (P. GALLAND)



10:00 **From theory to reality: making the plan deliver**

Policies and Actions (P. OGDEN)



10:15 **Case study** on preparing a strategy: Fertö-Hansag / Neusiedl Lake Hungary / Austria (K. DIEHL)

10:30 Coffee





11:00 Group session: sharing ideas about developing a strategy



11:30 Presentation of group discussions

12:30 Lunch

-  14:00 **Monitoring and reviewing the plan**
Assessing your plan's effectiveness (P. ODGEN)
 -  14:15 The WCPA framework for assessing management effectiveness and the EoH-Project (S. EIBING)
 -  14:30 **Transboundary, Serial Sites and Cultural Landscapes**
Planning for natural values in Transboundary, Serial sites and Cultural Landscapes (P. OGDEN)
 -  14:50 **Identifying important issues on transboundary and serial sites**
 - 15:30 *Coffee*
 -  16:00 Cultural Landscapes and Mixed Sites: what does the Convention say? (B. ENGELS)
 -  16:15 *Case study* on cultural landscapes: Pannonhalma, Hungary (A. POTTYONDY)
 -  16:30 **Group session: thinking about managing cultural landscapes**
 -  17:30 **Presentation of group discussions**
 - 18:30 *Dinner*
 -  20:00 Film on the Hirkan Forest, a potential WHS, Azerbaijan
 -  20:30 Wrap up, training workshop evaluation and concluding session (S. EIBING, P. OGDEN)
- farewell party*

Wednesday, November 1st, 2006

- 07:30 *Breakfast*
- 08:45 *Departure from Vilm by ferry*

Plenary and Working Group Results

Why Management Plans?

During the Session on Introduction and Background, the delegates were asked to think about and discuss the advantages and disadvantages they had or would expect of a Management Plan.

What are the benefits and advantages you have or you expect from Management Plans?

Responses

Vision

- It gives a clear, mutual vision to all land users
- Common vision / policy

Defining Priorities

- defines priorities of action
- Helps to identify gaps and deficiencies

Guidelines for Action

- Provides a clear idea of aims and targets (to outsiders and insiders)
- Offers a clear set of actions for managers to follow
- Provides a clearer idea of the process for developing a WHS

Participation & Communities

- Shows the benefits of participation to local people as a model for the long term
- Involves stakeholders in the management plan and makes them work for the preservation of the site
- MP is an essential tool to involve local communities in the protection of WH site or other PA.
- Involves local communities in the planning process
- Provides a basis for discussion
- Shows the benefits of WHS to local people

Framework for Action

- Provides an agreed common “policy” among users / managers (participatory process)
- Management plan fixes the aim / measures which are agreed! => less discussions
- The basis for the protection area, consistent with the WHC
- Provides ideas of future planning
- Provides the basis for finance applications
- Guidelines (for development, monitoring, etc.)
- The basis for coherent management / conservation (long-term) consistency
- Avoids management depending on individuals (generally)
- Brings together the different designations

Principles for Conserving Natural Values

- Better protection of the WHS
- Shows the benefits for nature / WHS in the context of regional development
- Enables different ongoing processes to be balanced and directed in the future
- Provides a basis for sustainable development
- Prevents overfishing and urbanization
- Conservation of sites is conservative in the sense of keeping sites undeveloped and not industrialised. In promoting conservation we need to show we are not only against development

but that we have alternatives and ideas for another kind of development. Therefore it is necessary or beneficial to have a plan.

- Local people – activities in WHS – good! Practices give a good idea for agriculture and for conservation

Monitoring Success

- Allows the monitoring of achievements and early corrective action

What are the obstacles and disadvantages you have or you expect from a Management Plan?

Responses

General

- Finding a common objective between the administration and local communities
- Coordination of intentions between government, administration, NGOs, local communities
- Different priorities of stakeholders

Plan vs. Realism

- Developing realistic and applicable plan
- Establishing the capacity to implement the MP
- Not enough capacity for implementation
- Lack of time
- Lack of money
- Not enough financial support
- Not enough money
- Lack of staff
- No available funding => MP failed

- Time intensity of
 - interpreting legal provisions
 - lobbying

- narrowing down the issues to the most important ones

- Difficulties of communicating and discussing a theoretical concept with communities

- Sticking to the MP could hinder more creative solutions
- Recognising the danger that the combination: bad plan + good people => bad management

- No communication between the local people and institutions etc
- Communication between the institutions
- Training seminars for the local people
- Lack of experience of the staff
- The capacity of administration at all levels

- Convincing stakeholders that they should contribute

- Flexibility??
- Risk of establishing a fixed (static) position
- How to keep flexibility of the plan so as to be able to adapt to changes
- Ensuring that the plan can be revised in new situations (maintaining flexibility)

- Clear commitment of the state party at the upper political level
- No interest of the government for nat. conservation
- No communication between international legislation (convention and national level etc)
- Bad national legislation
- How to integrate the diverging political frameworks (e.g. different policies)

Priority ranking for the most important obstacles:

- Lack of community understanding: 6
- Resources: Fund, Staff and skills: 6
- Lack of political support: 4
- Inadequacy of process of preparing plan: 1
- Plan doesn't achieve anything: 1
- Reaching consensus: 1
- Over ambitious: 1
- Flexibility: 0
- Legal relationships: 0

Working Groups on participation

After the theoretical input and a case study on participation the delegates worked in four groups on the following questions:

Question 1:

You have to set up an advisory board of stakeholders to help prepare the MP. How would you do it and who would be involved? Who should chair / lead it?

Question 2:

What do you do if your PA agency does not want to share responsibilities?

Question 3:

How do you get the PA objectors / “enemies” on board?

Question 4:

At what stage of the plan preparation would you involve

- a) Local communities?
- b) National politicians?
- c) Business interests?

Conclusions of the Working Group 1:

Question 2:

- Identify the reason why they do not want to share responsibility
- Establish a forum: all the others work together
- Argue to the PA-agency: try to force them to work with us, show them why it would be sensible for them to work with us
- Offer alternatives and additional information (on scientific basis)
- Start a media campaign (against the agency)
- Identify friends in the agency (what is the weakest point of the agency)
- Follow a policy of small steps
- Develop informal contact / information links – drink some wine
- Include international organizations and experts
- Start monitoring programmes

- Start other projects with the agency as partners to show that you can do a good work

Conclusions of Working Group 2:

Question 1

- 4 stakeholders:
 - PA staff / representatives from all departments, e.g. administration, ranger, service, research etc.
 - Representative of PA-agency
 - Government organisations.
 - Representatives of local authorities
 - Land users / land owners of PA
 - Local NGOs (if they exist)
 - Representatives of local communities (villages / municipalities...)
 - Representatives of other ecological organisations in PA region (e.g. forest service, fisheries and hunting control services etc.)
 - Donors
 - Representatives of scientific organisations
- The chair of an advisory board should be somebody who will be responsible for MP implementation. In many cases it could be the Director of the PA or other management personal.

Question 2

The solution is to convince somehow the PA agency that it is more effective to share responsibilities.

Possible tools for that include:

- To explain the benefits
- To demonstrate the best practise from other countries / PAs

It could be useful to raise public awareness by publications in mass-media etc.

Question 3

- Raising public awareness around conservational issues could decrease the number of objectors from the very beginning
- If it was not helpful, we should show them that they are really important for PA management. They should be invited into the planning process and other negotiations
- One of the most effective methods is to show and implement the economic mechanisms of nature conservation, so they will see that it is profitable to collaborate with PA

Question 4:

- Local communities at all stages
- National politicians mainly at phase II for agreements
- Business structures:
 - If they are stakeholders for PA: at all stages
 - If they are outsiders: for implementation

Conclusions of Working Group 3:

The Pirin National Park and World Heritage site has been chosen for example

Question 1

- No formal advisory board – but via involving stakeholders from the beginning as multipliers – there was a kind of informal procedure
- From informal process to formal structure after a while (consultative board)
- To chair: the one who is responsible for implementation

Question 2:

- Trying to convince, by putting pressure from NGOs and locals on them

Question 3

- Awareness raising
- Involving them from the beginning should avoid having to involve them when it is too late
- Involving external experts (neutral)
- External evaluation
- International designation helps to raising awareness and put pressure

Question 4:

- Involve them at all levels – involvement is of different kind
- Communities more deep, ministries more in formal kinds (information, ensuring the support)
- Important for businesses: see what the benefit is there for them (solution: implement first small projects with them even before the management plan is adopted)

- Case of Pirin: involvement of the different groups from the very beginning via interviews which ensured communication (from the project to the people and from the people to the park / the project)

Conclusions of Working Group 4:

Question 1:

- 1) stakeholder analysis; regional meeting (double strategy: selected invitation and open invitation to public), each group -> elect representative
chair: co-ordinator (could be external or from PA authority)
- 2) share responsibility: no answer
- 3) depends on situation, no easy solution ; a) dialogue to get them on board (involve them, give them duties); b) alliances against the enemy c) invite and give them the chance to present
- 4) local communities: from the very beginning
national politicians: get support from the beginning
business: when a first draft is available, to have a basis for discussion

Working Groups on natural value

After a theoretical input on the relevance and condition of a site's natural values and its integrity the case study of Bialowieza National Park and World Heritage site was used to show how difficult it can be in a given context to measure natural values. The delegates then worked in groups on the following question:

How would you decide if the values of a natural property are in a “favourable” condition?

Conclusions of Working Group 1:

- To check that WHS still fulfils the criteria at nomination:
 - identify indicators
 - detect changes
 - evaluate the state examples of indicators
 - Number of key species
 - Land cover structure
- In the case of an ideal MP: if MP is implemented, the site is in favourable condition, if not or partly, the site is in unfavourable condition
- To evaluate the level of threats and capacity vulnerability
Threats > capacity vulnerability => unfavourable condition
Threats < capacity vulnerability => favourable condition

Conclusions of Working Group 2:

- Define a baseline condition
- Assess the absence of disturbing human or natural influence

- Define size of the necessary range of key species
- Species monitoring
- Monitor external influences like water contamination, air pollution, hydrologic disturbance

Conclusions of Working Group 3

Identify under which criterion it is inscribed. The more criteria the more difficult it gets. If you have more criteria: which criteria is priority?

- VII: aesthetic => too personal to decide on values
- VIII: less human impact on geological forms – minimum of human impact, fauna to be maintained, key elements to be measured
- IX: key species / key process can be monitored
- X: diversity can be measured, some very good measurement methods available

Conclusions of Working Group 4:

- in the NATURA 2000 process the notion of “favourable conservation status” exists; this could be used for defining “favourable condition”, but could also create conceptual problems and conflicts in defining the objectives
- condition = static; processes = dynamic

Procedure suggested:

- 1) look at the criteria
- 2) define the values; select assessment and indicators

The more criteria, the more complicated; even conflicts, but also interlinkages

Working Groups on vision and objectives

The Western Norwegian Fjord World Heritage Site was used as an example to illustrate how to develop a vision and agreement on management objectives for a WHS. The case study was used in the working groups to discuss on the following question:

1. Formulate a Vision for the Western Norwegian Fjord World Heritage Site

2. Formulate Objectives for:

- *Species and Habitat conservation: assuming that there is a very rare species of alpine flower (Working group 1)*
- *Renewable energy: how to deal with hydroelectric power generation (Working group 2).*
- *Resource extraction: how to deal with mining (Working group 3)*
- *Use of the natural resources: how to manage tourism (Working group 4)*

Conclusions of Working Group 1:

Vision

We will have a well conserved outstanding universal value at the site and living cultural landscape as a basis for sustainable tourism development and as an alternative to mining extraction.

Conclusions of Working Group 2:

Vision

The geological features, scenic values and natural processes remain intact for the benefit of future generations.

Management Objective for hydroelectric power generation:

In the whole area allow only decentralised, small underwater power plants, which have no visual impact on the scenery. Allow no damming at all.

Conclusions of Working Group 3:

Vision

Preserve the landscape in its natural status and allow the natural / geological processes to continue
+ revive the traditional land use (as a basis for sustainable tourism)

Management Objective for Mining

1. Option: not allow mining at all + information on the reasons
2. Option: assessment (ecol./geol., economic + market, social) + then define zones for certain activities + monitoring + mitigation

Conclusions of Working Group 4:

Vision

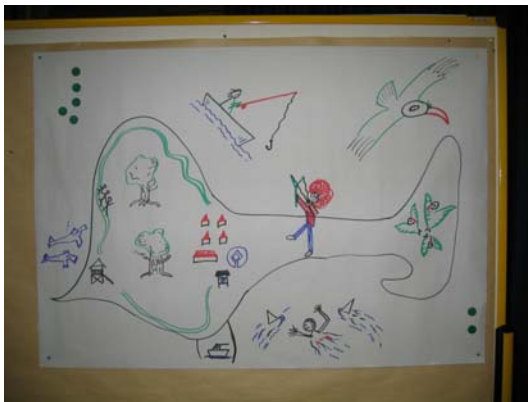
In one sentence the following is the clear vision: most scenic place on the planet

Management Objective for Tourism

- Tourism must be limited (3 ships on 1 slide => even not expected vision of tourist). Is electric boat strong / fast enough?!
- Maintain and ensure natural beauty (vision)
- Limited, guided tourism

Working Groups on visualising a WH Management Plan

Following the excursion round the Isle of Vilm, the delegates worked in their groups to develop a Management Plan for the island – which for the purpose of this exercise was presumed to be a World Heritage site. Each group was then asked to explain and communicate their ideas for its vision and management in the form of a picture.



Working Groups on strategy

Considering that real examples rarely work according to textbook, the following session went under the headline from theory to practice. The task was to prepare a management strategy for a topic relevant to the Fertő-Hanság / Neusiedl Lake protected area, a transboundary cultural landscape World Heritage site in Hungary and Austria following a short presentation about its geographical setting as well as some basic policies and activities. The task was carried out in working groups in an open discussion. The topics were selected to cover the protection goals as well as the threats to the protected object. The task included the integration of differing stakeholder interests associated with specific management objectives.

The working groups discussed what management actions should be taken about the following four topics:

- Sailing and other water sports which demand max. stability in water levels vs. nature conservation issues which require max. variation in water level, to support as well bird watching tourism
- Development interests and the construction of a conference hotel vs. landscape and scenic beauty
- Loss of traditional land use forms due to emigration vs. nature conservation of the open land

1. Working Group

Working Group results

- keep up the compromise of water regulation with the sluice and the main canal, but try to reduce the influence of the smaller canals, especially where agricultural land is not needed today
- the supply of Danube or other water of different chemical composition should not be allowed in the World Heritage site, to avoid threatening the natural system of water flows in a sensitive wetland region and reducing the natural salinity of the lake
- communicate the regulation of water level by the sluice as a compromise to the sailing community that would compensate financially for this obligation by supporting other conservation measures in the World Heritage area.



The proposed National Park approach

The National Park itself has no authority on the decision of water level regulation, but is very active on the awareness raising level. Information days, presentations and materials were disseminated to inform people about the threat that a rise in water level or even an artificial supply of water would have on the natural habitats of the lake.

2. Working Group

Working Group results

- undertake a study on the adverse effects a tall building would have on the overall situation of the World Heritage area (ecology, landscape aesthetics and tourism)
- analyse the possibilities of supporting the development and renovation of traditional, partly uninhabited, houses for the tourism sector
- support the second in favour of the first

The National Park strategy

The National Park cannot take direct influence on this or any building outside the buffer zone, except by awareness raising and information dissemination, e.g. of good practice examples. In Sopron, a similar case was solved by the municipality rule that the hotel had to keep the numbers of floors low enough to remain hidden behind the forest surrounding the hill. The National Park on the Austrian side strongly supports activities that keep the developed form of the area, not only for aesthetic reasons, but also in order to keep the small scale tourism as an economic basis for the region; most beds in the area are offered by families

who rely on this as a regular form of income. They are supported by organised groups of stakeholders in the region.

3. Working Group

Working Group results

- awareness raising measures including the promotion of regional products and foods
- cooperation with the tourism sector
- financial support for ecologically grown products

The National Park strategy

- compensation to farmers
- lease of land in order to rent it out to those land users who farm in sustainable way (following the management plan)
- control of land use on all National Park areas

Working Group on the case study of the Archabbey of Pannonhalma: A Cultural Landscape World Heritage Site

The special issues on how to manage a cultural landscape were illustrated by the case study of the Archabbey of Pannonhalma in Hungary. In group work three special topics of this case study were discussed:

- How to monitor (if it is possible?!) landscape values?
- How to manage tourism on the most famous sites?
 - we want to protect the values...
 - they want to see the values....
- How to involve local inhabitants in the maintenance of a (cultural) landscape?

Working Group 1:

How to monitor (if it is possible?!) landscape values?

Working Group results

- identify the “red lines” of the landscapes elements through comparison of historical slides
- retain the correct ratio of open space
- define the most important characteristic in landscape
- come up with an appropriate proportion of these elements

The Pannonhalma Strategy so far:

- Comparing photographs
- Strict regulations (architectural)
- Land-use support
- Defining key elements which cant be changed

Working Group 2:

How to handle tourist on the most famous sites?

- we want to protect the values...
- they want to see the values....

Working Group results

1. Carrying capacity
2. System of reservation
3. Guided tour:
 - a. Monastery
 - b. Winery
 - c. Library
 - d. Botanical Gardens

4. Peak season identified.
5. Alternative local attractions (art, traditional activities, traditional agriculture, traditional handicraft, food!)

The Pannonhalma Strategy so far:

- guided tours
- highly interesting points with good / informing signals (They automatically go there – want to see them => no time for destruction...)

Working Group 3:

How to involve local inhabitants in the maintenance of a (cultural) landscape?

Working Group results

- information
- giving best practice examples
- training local development concept (regional manager):
 - o tourism
 - o agriculture
 - o nature conservation
 - o marketing
- regional association (1 person employed)
 - o project management
 - o certification of local products
 - o LEADER +
 - o other funds
 - o project development
- call for projects
- loans with good conditions
- regional fund

The Pannonhalma Strategy so far:

- developing a market for local products in the Abbey
- co-operation with local companies / farmers (put them in catalogues, brochures): Burtell

Evaluation of the Training Workshop

Learning points

General

- The important principles and links between the various elements of a WHS MP (5x)
- The important relationships and differences between plans for PA and those for a WHS (4x)
- The workshop provided valuable exchange of information and experiences (2x)
- The need to keep MP as simple as possible
- Share ideas with dedicated people with good will and lots of energy

Case studies

- The good practises illustrated by case studies

Visions

- The importance of a good vision (2x)
- A vision is a important way of achieving sustainable development in a WHS

Participation

- The importance of participation right from the beginning of the plan making process (2x)

Transboundary

- The practical example of a planning team for transboundary and serial sites (2x)

Objectives

- Clear objectives help everybody to understand what is to be achieved

Different Management Plan Options

- Understanding the approach to prepare the MP in different ways

Cultural Landscapes

- The clarification of natural values and authenticity in cultural landscapes
- The concept of cultural landscapes

Preparation

- The importance of good preparation and procedures for a MP

Summary of the evaluation sheets

1. Did the seminar fulfil your expectations?

- Yes: 9x
- Mainly yes: 2x
- Yes, although I understood by the title that there will be a ready tool hit available
- Yes, but I know about the business action planning of zoning the MP. The principles of zoning of the PA

2. Was the content of the workshop relevant to your needs?

- Yes: 7x
- Very relevant. Because of my involvements in planning of the PA, hopefully in future world heritage site.
- Yes, in 3 days it is hard to push more.

- To see if the MP of our WHS is prepared well and are we going to the “right direction”
- Roughly yes
- Plan management of transboundary site

3. Which parts were the most important, relevant and why?

- Periodic reporting
- For me it was the part of getting started and monitoring part. From the beginning of preparing of MP you need to consider many things.
- About management plan
- Visions: it is easy to neglect, but now it is clear for all, that it’s quite important. Objectives: the clear formulate (table) is useful
- Discussing the meanings of “outstanding value”, “integrity”, “authenticity”, “cultural landscape” and “mixed site” as the key words of the convention.
- The part for “Vision and Objectives”, because I learn that is important to “see” the side after 20 - 30 years
- Agreeing on a vision and management activities. Applying the elements of a Management planning process in different ways.
- Case study for me.
- Case study on natural values
- All the parts
- Transboundary Site
- 1. where do we start 2. participatory process of stakeholders. The basic things at the very beginning are important, you may have better results and at the same time it saves your time later on.
- Transboundary Sites, understanding the condition of the Site, applying the elements of management planning in different ways (These Topics were the most relevant for me because I had few theoretical info before)

4. What was missing in terms of content or methods?

- Implementation practices
- More practical work and specific examples studies.
- a little bit more case studies - examples for each thesis as good. More about transboundary WHS
- should rely on the recommendations and resolutions of the RAMSAR Convention related to management planning, since the two conventions are co-operating
- More examples of other valuables sites of World Heritage
- Examples of management planes
- Methods
- Table of content of a hypothetical site management plan with titles of chapters might be useful, giving the idea of the final product.
- comparative analysis of different case studies, examples (from reality) of “Best” and “Worst” practices of management planning

5. What topics should have been given less importance or ignored?

- If the topic of the seminar is MP than all the parts of the MP cycle should be included.
- The time was even not enough for all these important sessions: less is more? Maybe integrity (understanding the relevance and condition of the site’s natural values and integrity)
- Management planning theory
- all were importance
- It’s better to focus only on one Category of WHSs; so topics related to cultural Heritage were less important for me personally

6. Were you satisfied with the contents of the seminar?

1: Not at all

2: Satisfactory

3: Content

4: Very good

5: Excellent

Session on	Satisfaction	Comment
Introduction	5: 7x 4: 5x 0: 1x	<ul style="list-style-type: none"> At 6 we should meet.... Haven't been present just because I was too tired after journey Good exercise with dates to get acquainted with other participants
Getting started	5: 8x 4: 4x 0: 1x	<ul style="list-style-type: none"> not clearly formulated exercises for Working Groups
Participation	5: 8x 4: 5x	<ul style="list-style-type: none"> not clearly formulated exercises for Working Groups
Understanding the relevance and condition of the site's natural values and integrity	5: 7x 4: 6x	<ul style="list-style-type: none"> really difficult to handle and you can't apply at every site. a lot of new useful info
Agreeing a vision and management objectives	5: 9x 4: 4x	<ul style="list-style-type: none"> Really excellent! Carry on!
Applying the elements of a management planning process in different ways	5: 5x 4: 8x	<ul style="list-style-type: none"> too theoretical useful info
From theory to reality: making the plan deliver	5: 6x 4: 3x 3: 1x 0: 3x	<ul style="list-style-type: none"> too theoretical
Planning for natural values in Transboundary, Serial sites and cultural landscapes	5: 5x 3: 3,5x 0: 5x 4: 0,5x	<ul style="list-style-type: none"> too fast, too small... so then: what is a cultural landscape? not very informative for serial sites
Monitoring and reviewing the plan	5: 6x 3: 1x 0: 6x	

7. Will this training event enable you to engage better in management planning?

- If yes, please outline how.

- If no, why not?

- Yes: 3x
- Yes, because of good practices
- Yes, I will: Define the realistic objectives and measures that could be carried out not just to look good on the paper.
- My first experience about management planning
- Yes. The steps of planning are clear and well defined.
- Yes because of better understanding the WH criteria
- I learn about a different phases of MP preparing and how to organize each of it, to make priorities.
- I understand the mechanism of MP, how is it working?
- Yes. It gives new ideas and broadens horizons. You stop thinking of a WMS as an Island
- Yes. I'm supposed to be engaged in a preparation of a MP for Transboundary Site

8. Participation: To what extent do you feel you had an adequate opportunity to contribute your own views?

1: Not at all 2: Little 3: Average (1x) 4:Very good (9x) 5: Excellent (3x)

Comments:

- There is an adequate opportunity to participate especially through working groups.
- We had the chance, probably group work-time should be longer.
- If I wanted I could speak and share my opinions or doubts

9. Were you satisfied with the moderation?

1: No 2: Poor 3: Average 4:Very good (4x) 5: Excellent (9x)

Comments:

- Yes. Only a little Wales-German Accent.
- I'm not sure I fully understand the word
- It is useful to mix theoretical lectures with questions for Working Groups. Perhaps, these questions should better correspond to practice (the model of Case Study presentation and further discussion in Working Groups is more interesting, than common questions)

10. Were you satisfied with the daily time schedule?

1: No 2: Poor 3: Average (1x) 4:Very good (8x) 5: Excellent (4x)

Comments:

- More excursions (for example Rügen)
- Very long time every day for the program
- It is good to have stable time schedule. However, discipline in the evenings was too rigid

11. Were you satisfied with the length of the seminar?

1: No 2: Poor 3: Average (4x) 4:Very good (5x) 5: Excellent (4x)

Comments:

- Programme of the seminar was very intensive
- Maybe we could have finished until 31st evening
- Too long for my opinion (we are busy in our work)
- longer would be wasting (?), shorter would be too short
- optimal (for longer seminars it's more preferable to stay at not so isolated places)

12. Were you satisfied with the venue, its facilities, service and food?

1: No 2: Poor 3: Average 4:Very good 5: Excellent (13x)

Comments:

- I hope tomorrow we'll reach the land...
- all was really excellent. No comment.

13. Any other comments:

- Try to organise: similar seminars on different topics. Similar seminars for one country
- I want to know better English
- Thank you!
- No
- Case studies are useful, nevertheless, maybe it would be a good idea to have one hypothetical site from the very beginning and through all the activities try to prepare a basis for a management scheme for it. Well, just a thought.
- 1. Perhaps, it makes sense to organize such training seminar on preparation of nominated to WHC (because the amount of incorrect nominations is too high) as well as for periodic reporting.
2. It should be better to have more focused on specific issues trainings, e.g. management of transboundary serial sites, mixed sites etc.
3. I recommend to involve each participant with the Case Study presentation, because it is useful to share ideas (sorry I did not prepare mine!)

Follow up actions

General

- To start to write a MP for my area (3x)
- To understand the WHC better
- Trying to become a manager of a WHS
- Research examples of good MP and well managed sites in Europe
- To review a MP and produce a checklist for its progress in being updated
- Apply the knowledge to the MP to my area
- To revise the WHS nomination for my site
- To go through the practical advise again and again and again

Sharing the knowledge from the Workshop

- Share what I have learnt with others (4x)
- Organize a Workshop for a transboundary site to help to develop a MP (2x)
- To brief IUCN Headquarters of the Workshop outcomes
- To produce a report of the workshop and put it on the Ministry website

Visions

- To try and define a vision as a part of a MP process for my area