Strengthening the Capacity of Governments to Implement Priority Activities of the CBD PoWPA

Caucasus/ Central Asia/ Eastern Europe Regional Workshop

Isle of Vilm, 19-23 August 2007

WORKSHOP REPORT

This training workshop was a joint collaboration among the German Federal Agency for Nature Conservation (BfN), the Secretariat of the Convention on Biological Diversity, WWF's *Protected Areas for a Living Planet* programme and The Nature Conservancy (TNC).

This report was prepared by the workshop facilitator, Meg Gawler – *ARTEMIS Services for Nature Conservation and Human Development*.

Protected Areas for a Living Planet — delivering on CBD commitments

Developed with the support of the *MAVA Fondation pour la Protection de la Nature*, WWF's *Protected Areas for a Living Planet* programme is working in key ecoregions to help governments meet bold targets for biodiversity conservation. Launched in January 2007, the programme brings together partners and stakeholders to support and monitor implementation of the Convention on Biological Diversity's Programme of Work on Protected Areas – an historic commitment by 188 governments to create a global network of comprehensive, well-managed, and representative terrestrial and marine protected areas.

Protected Areas for a Living Planet is WWF's contribution to helping governments achieve the 2010 Target to reduce the current rate of biodiversity loss. Meeting this target is not only essential to safeguard our world's unique species and habitats, but also essential to improving the food security, health, and income of poor communities worldwide, and therefore to achieving the Millennium Development Goals.

For further information see www.panda.org/pa4lp

Contents

Executive Summary

In February 2004, at the seventh meeting of the Conference of the Parties (COP-7) to the Convention on Biological Diversity (CBD), 188 countries endorsed a comprehensive Programme of Work on Protected Areas (PoWPA), including an ambitious set of time-bound targets aimed at establishing and maintaining a comprehensive, effectively managed, ecologically representative national and regional protected area systems by 2010/2012. At COP-8 governments recommended capacity building workshops to help Parties implement the PoWPA by providing practical, hands-on tools, information, and training.

This workshop was intended to provide an overview for countries in the Caucasus, Central Asia and Eastern Europe of three of the most critical elements for implementing the PoWPA: ecological gap analysis, improving management effectiveness, and sustainable financing, and it set the following objectives:

(1) Review the progress in implementing the CBD Programme of Work on Protected Areas (PoWPA), including challenges and obstacles, for input to the second meeting of the CBD Working Group on Protected Areas (February 2008)

(2) Increase the capacity of government officials to implement the PoWPA

(3) Demonstrate the relevance of national master plans for implementing the programme of work on protected areas

(4) Develop national workplans for developing national master plans for achieving progress on targeted themes that complement the activities of the *Protected Areas for a Living Planet* programme (PA4LP) at the ecoregion level

(5) Identify the necessary resources and capacity as well as gaps and obstacles at the national level for implementing the PoWPA.

The workshop was organized by German Federal Agency for Nature Conservation (BfN) and WWF's *Protected Areas for a Living Planet* programme in cooperation with the Secretariat of the CBD and The Nature Conservancy. It was held in August 2007 at the International Academy for Nature Conservation on the Isle of Vilm in Germany.

From feedback from the participants in the workshop evaluation, it is clear that this capacity building workshop made a valuable contribution to the implementation of the CBD PoWPA in the region. The workshop did accomplish the objectives and outputs set out, and achieved the following outcomes:

✓ Twenty-nine participants responsible for protected areas in 13 countries in the Caucasus, Central Asia, and Eastern Europe (Armenia, Azerbaijan, Belarus, China, Georgia, Kyrgyzstan, Moldova, Mongolia, Russian Federation, Tajikistan, Turkey, Turkmenistan, Uzbekistan) gained practical knowledge in tools for implementing the CBD Programme of Work on Protected Areas, with particular emphasis on ecological gap assessment, management effectiveness, sustainable financing, transboundary cooperation and master planning.

✓ These 13 countries agreed to provide a review to the CBD Secretariat on the implementation of the Programme of Work on Protected Areas in their countries.

✓ The 13 countries elaborated workplans to achieve targets of the CBD PoWPA, including gap assessment, threat assessment, management effectiveness assessment, capacity assessment, equity and benefits assessment, governance, policy environment, sustainable finance, and monitoring of PA systems. For each of these elements, they rated the actual status of implementation, its priority for the country, next steps, what is needed to take the next steps, and obstacles.

✓ Participants developed detailed recommendations for the CBD Open-ended Working Group on Protected Areas (WGPA). In brief, the recommendations to the WGPA focused on:

1. Raising additional funding for the implementation of the CBD PoWPA

2. Accelerating the implementation of the PoWPA

3. Making relevant tools available in the Russian language

4. Developing sustainable financing for protected areas.

According to the results of the workshop evaluation (Annex 5), the participants found the workshop to be extremely useful.

Strengthening the Capacity of Governments to Implement Priority Activities of the CBD PoWPA

Caucasus/ Central Asia/ Eastern Europe Regional Workshop, August 2007

Background

In February 2004, at the seventh meeting of the Conference of the Parties (COP-7) to the Convention on Biological Diversity (CBD), 188 countries endorsed a comprehensive Programme of Work on Protected Areas (PoWPA), including an ambitious set of time-bound action targets aimed at establishing and maintaining comprehensive, effectively managed, and ecologically representative national and regional protected area systems by 2010/2012. At the COP-8 meeting in March 2006, governments adopted Decision VIII, which recommended capacity building workshops to help Parties in implementing the PoWPA. These workshops are intended to provide practical, hands-on tools, information, and training to help governments complete some of the key early actions in the PoWPA.

In November 2006, the European Commission, the government of Germany, several international NGOs and the IUCN-WCPA agreed to assist the CBD Secretariat in organizing workshops in sub-regions to enhance capacities for implementation of priority activities identified by COP-8, and to review implementation of the Programme of Work on Protected Areas.

Workshop Purpose

This workshop was intended to provide an overview for countries in Eastern Europe, Central Asia and the Caucasus of three of the most critical elements for implementing the CBD PoWPA: ecological gap analysis (EGA), improving management effectiveness, and sustainable financing.

Workshop Objectives

(1) Review the progress in implementing the CBD Programme of Work on Protected Areas, including challenges and obstacles, for input to the second meeting of the CBD Working Group on Protected Areas (February 2008)

(2) Increase the capacity of government officials to implement the PoWPA

(3) Demonstrate the relevance of national master plans for implementing the programme of work on protected areas

(4) Develop national workplans for developing national master plans for achieving progress on targeted themes that complement the activities of the Protected Areas for a Living Planet programme (PA4LP) at the ecoregion level

(5) Identify the necessary resources and capacity as well as gaps and obstacles at the national level for implementing the PoWPA..

The questionnaire attached in Annex 3 on the level of implementation of the PoWPA in each country was sent to all participants in advance of the workshop, with a request that they complete it prior to the workshop, and forward the response to the CBD Secretariat.

Expected Outputs

The workshop intended to produce two essential outputs:
  A. A plan of action for each country outlining next steps for the development of national gap assessments; sustainable financing plans; management effectiveness and capacity building plans; and national master plans (format in Annex 4)
  B. Recommendations for the CBD Open-ended Working Group on Protected Areas.

Organization of the Workshop

This workshop was organized by WWF's *Protected Areas for a Living Planet* programme in cooperation with the CBD Secretariat, The Nature Conservancy (TNC), and the German Federal Agency for Nature Conservation. Funding, and in-kind contributions were provided by the organizers, with co-financing by the German Federal Ministry of the Environment.

The general structure of the workshop was as follows, and the detailed final agenda is attached as Annex 1.
- Day 0, Sunday: welcome, participant introductions, and general overview of the workshop
- Day 1, Monday: overview of the CBD PoWPA, introduction to developing Master Plans, and ecological gap analyses
- Day 2, Tuesday: management effectiveness assessment and sustainable financing
- Day 3, Wednesday: Master Plan linkages; transboundary PAs; reports back from working groups
- Day 4: Thursday: endorsement of recommendations to the second meeting of the Open-ended Working Group on Protected Areas and other regional processes; workshop evaluation.

Alexander Belokurov (WWF International) and Sarat Babu Gidda (CBD Secretariat) took the lead, and expert input was provided by Rolf Hogan (WWF International), Jamie Ervin (TNC), José Courrau (TNC), Marlon Flores (TNC), Steve Watkins (TNC), Maxim Vergeichik (UNDP) and Jutta Stadler (BfN). The workshop was held in English and Russian with simultaneous interpretation.

Twenty-nine participants came from 13 countries: Armenia, Azerbaijan, Belarus, China, Georgia, Kyrgyzstan, Moldova, Mongolia, Russian Federation, Tajikistan, Turkey, Turkmenistan and Uzbekistan. The full list of participants with their contact details is given in Annex 2.

Day 1

The Programme of Work on Protected Areas (PoWPA)

The key issues facing protected areas worldwide are ecological representativeness, management effectiveness and financial sustainability. The PoWPA consists of four interlinked elements intended to be mutually reinforcing, and each programme element is structured into Goals, Targets and Activities, to be achieved from 2006 to 2010 / 2012 (see Annex 6). The review of implementation of PoWPA for 2004-2006 by the COP-8 found that in many areas implementation is lacking. Furthermore, it is difficult for the CBD Secretariat to monitor implementation as very few parties submit their national reports; only 40 reports were received for the last COP.

An Ad Hoc Open-ended Working Group on Protected Areas was created to: explore options for marine protected areas in marine areas beyond the limits of national jurisdiction; explore options for financial resources; develop toolkits; report on progress, and recommend ways to improve implementation. The Working Group next meets in February 2008 in Rome to discuss challenges faced by the Parties and what is needed for successful implementation of the PoWPA.

For more information on the PoWPA and suggested tools for its implementation see *Toward Effective Protected Areas Systems: An Action Guide foir Implementing the CBD PoWPA*:
http://www.cbd.int/doc/publications/cbd-ts-18.pdf

Protected Areas for a Living Planet

The overall goal of the WWF *Protected Areas for a Living Planet* (PA4LP) programme is: *'Parties to the CBD from project ecoregions are enabled to achieve the 2010/2012 targets of the PoWPA, in particular the establishment of scientifically-based and representative regional networks of well-managed protected areas that are sustainably financed, ensure effective participation of local communities and provide social and economic benefits.'* The programme aims to: accelerate implementation of the PoWPA; implement strategic activities at the ecoregional level, and stimulate broader implementation at the national level and beyond. The process is driven by multi-stakeholder groupings of partners and stakeholders at the local, ecoregion, national and international levels. The PA4LP aims to deliver:
- Building capacity, political will and commitment to implement the PoWPA
- Financing for protected areas at the global and ecoregional level increased
- Magnification of implementation of the PoWPA beyond funded focal ecoregion activities.

In the Altai-Sayan ecoregion, for example, the programme aims to establish 1.5 million hectares of new PAs.

Further information on *Protected Areas for a Living Planet* is available from: www.panda.org/pa4lp

UNDP Early Action Grants

UNDP, in collaboration with GEF, CBD, and UNOPS, and with strong technical support from NGOs, is implementing a programme entitled "Supporting Country Action on the CBD Programme of Work on Protected Areas". This is a grant scheme of US$ 13.4 million to support governments to implement the PoWPA. The fund has four strict elibitility criteria:

1. Only governments may be recipients
2. Country must be eligible for GEF, have CBD ratified
3. GEF OFP endorsement letter
4. Focus on any 1 or more of 13 critical PoWPA activities.

Applications can be up to $150,000 each, with a maximum per country of $250,000; applications are screened by an international technical review committee. The deadline for applications for the second round is 10 February 2007. For further information see: www.protectedareas.org.

Protected Area System Master Plans

A protected area system master plan can be used as a tool to implement the PoWPA. While a comprehensive master plan typically includes three core components – a plan for improving the protected area network, protected area management, and the enabling environment – the following is a list of all of the elements of a protected area system master plan:

1. Assessing and filling ecological gaps
2. Assessing and abating key threats
3. Assessing and improving management effectiveness
4. Assessing and addressing capacity needs
5. Assessing and improving equity and benefits sharing
6. Assessing and improving governance
7. Assessing and improving the policy environment
8. Assessing and improving sustainable finance
9. Monitoring protected area systems.

This workshop focused on elements 1, 3 and 8.

A master plan begins with setting the vision and goals:

- Vision of the overall PA network – what is it trying to achieve?
- Short- and long-term goals for the PA network
- Social and economic benefits of a viable, representative, well-managed PA network.

It then explores what is needed for a solid foundation (i.e., improving the enabling environment for the PA network), and the two essential pillars of improving the design and the management of the PA network. For a quick guide, please refer to: Ervin, J. 2007. *"Protected Area System Master Planning – A quick guide for practitioners."* At: http://conserveonline.org/workspaces/patools/resources/pasystem1/masterplanningdocs/mpquickguide

One of TNCs ambitions for this workshop was to initiate a master plan in each country.

In a number of countries these master plans are called a national strategy plan, a national system plan or a national action plan.

The workshop did an informal assessment – a pulse-taking of where each country is thought to be with respect to the nine elements of a master plan. Each country scores its progress on each of the nine elements of Master Planning:

      0 = no or very little progress
      1 = some progress started
      2 = good progress
      3 = nearly or fully complete

INFORMAL ASSESSMENT OF STATUS OF PA MASTERPLANNING ELEMENTS									
Key to level of advancement: 0=0; 1=less than ¼; 2= ¼-¾; 3= ¾-1									
Country	Gap Assessment	Threat Assessment	Management Effectiveness Assessment	Capacity Assessment	Equity and Benefits Assessment	Governance Assessment	Policy Environment Assessment	Sustainable Finance Assessment	Comprehensive Monitoring Plan
Armenia	3	3	2	2	1	2	2	3	1
Azerbaijan	3	3	1	2	1	1	2	3	3
Belarus	2	3	2	2	2	2	3	1	2
China	1	1	1	2	1	2	1	1	2
Georgia	3	3	2	2	1	2	2	3	1
Kyrgyzstan	3	2	2	1	1	2	2	1	2
Moldova	3	1	2	2	1	2	2	1	1
Mongolia	1	3	3	0	0	1	1	0	0
Russia, national level	3	3	3	2	0	1	2	3	3
Russia, regional (Krasnoyarsk)	2	2	0	1	3	0	1	0	0
Tajikistan	3	1	1	1	1	1	2	1	1
Turkey	2	2	3	2	2	2	2	1	2
Turkmenistan	3	2	2	2	1	2	2	1	1
Uzbekistan	3	3	3	3	1	2	2	1	2
Total	**35**	**32**	**27**	**24**	**16**	**22**	**26**	**20**	**21**

The results of the table above indicate which elements of PA master plans are most advanced in the countries represented in the workshop, from most advanced to least advanced:
- Gap assessment
- Threat assessment
- Management effectiveness assessment
- Policy environment assessment
- Capacity assessment
- Governance assessment
- Comprehensive monitoring plan
- Sustainable finance assessment
- Equity and benefits assessment.

Ecological Gap Analysis

Ecological Gap Assessment: An Overview (José Courrau):
The major steps in conducting an ecological gap assessment are:
1. **Assess biodiversity status**: Identify focal biodiversity features (species, natural communities, ecosystems and the ecological processes that sustain them). Include terrestrial, freshwater and marine systems, and irreplaceable and vulnerable species. Assess the viability of biodiversity features, including size (population, patch size), condition (composition, structure), landscape context (connectivity, ecological processes) and threat status. Determine the optimal number, distribution, and design for each biodiversity feature to ensure long-term persistence.
2. **Assess protection status**: Map the the boundaries and designation of protected and other conserved areas. Map the results of management effectiveness assessments by creating a gradient from well-managed to poorly-managed areas.

3. **Analyze results**: Identify ecological gaps, including biodiversity features that are absent or under-represented, or are of insufficient viability to ensure long-term persistence. Identify management gaps, including protected areas that require improved management effectiveness or stronger legal designation.
4. **Fill ecological gaps**: Prioritize ecological gaps based on threat, urgency and irreplaceability. Develop strategies and estimate costs to fill ecological gaps. Prioritize these strategies based on opportunities and feasibility. Develop an action plan with timelines, budgets, responsibilities and indicators of success.

A number of strategies exist for filling ecological gaps, e.g.:
- o Revise protected area designations: The IUCN categorization system ranges from strict protection (Category I) through multiple use areas (Category VI). Changing protected area designation can be an efficient way of filling critical ecological gaps and increasing protection levels.
- o Explore alternative governance: When creating new protected areas is difficult because of financial, political or societal constraints, governments may want to encourage community conserved areas, tribal and indigenous areas, co-managed areas and private protected areas.
- o Encourage 'other conserved areas': Areas that have long-term conservation status, but are not legally designated as protected areas (e.g., certified forestry operations, wetland reserve areas, organic farms) can help fill critical gaps within the protected area network.
- o Expand existing protected areas: Even a small change to the design of a protected area, such as expanding the boundaries to include more elevational gradients, can make a major contribution to filling ecological gaps, and meeting critical breeding, feeding and migration needs of species.
- o Create ecological corridors: In many cases, it may be necessary to create corridors that allow species movement and ecological processes to occur. Although the overall area of these corridors may be small, the benefits to the overall protected area system can be substantial.
- o Create new protected areas: Governments should consider the most critical, irreplaceable, under-represented species and ecological systems – typically areas of high productivity that have already been largely transformed across the landscape – as priority candidates.
- o Restore protected areas: The restoration and expansion of remnant patches of fragmented ecosystems, the rehabilitation of ecological structures and processes within a partly functioning system, and the reintroduction of extirpated species can help fill ecological gaps.

Key resources available for conducting gap assessments include:
- • Dudley, N., and J. Parrish, 2006. *Closing the Gap. Secretariat of the Convention on Biological Diversity*. CBD Technical Series 24. Montreal, Canada. 116 pp. At: http://www.cbd.int/doc/publications/cbd-ts-24.pdf
- • The Gaps Guide: http://www.protectedareas.info/index.asp
- • www.conserveonline.org/workspaces/patools.

Exercise in Gap Assessment (Jamison Ervin):
The workshop did a quick assessment of progress with respect to gap analysis in each country:

PROGRESS IN GAP ANALYSIS													
v = completed (v) = in progress	Azerbaijan	Armenia	Belarus	China	Georgia	Kyrgyzstan	Moldova	Mongolia	Russia	Tajikistan	Turkey	Turkmenistan	Uzbekistan
Assessing Biodiversity													
Identify focal biodiversity elements	v	v	v	v	v	v	v	v	v	v	v	v	v
Assess distribution	v	v	v	v	v	v	v	v	v	v	v	(v)	v
Assess viability	(v)	(v)	v	v	(v)	v	(v)	v	v	(v)	(v)	(v)	(v)
Set biodiversity conservation goals	v	v	v	v	(v)	(v)	v	v	v	(v)	v	(v)	(v)
Assessing protection status													
Map PAs	v	v	v	v	v	v	v	v	v	(v)	v	v	v

PROGRESS IN GAP ANALYSIS													
v = completed (v) = in progress	Azerbaijan	Armenia	Belarus	China	Georgia	Kyrgyzstan	Moldova	Mongolia	Russia	Tajikistan	Turkey	Turkmenistan	Uzbekistan
Map effectiveness	(v)	(v)	(v)	(v)	v	v	(v)	(v)	(v)	(v)	v	(v)	(v)
Analyze results													
Analyze data	v	v	(v)	(v)	v	(v)	(v)	(v)		(v)	(v)	(v)	(v)
Fill gaps													
Prioritize gaps	v	v	v	(v)	v	(v)	v	(v)	(v)	(v)	v	(v)	
Develop strategies	v	v	(v)	v	v	v	(v)	(v)	(v)	(v)	v	(v)	
Develop cost estimates	(v)	(v)	(v)	(v)	(v)	(v)	(v)	(v)		(v)	(v)	(v)	

Ecological Networks in Russia and Central Asia (Irina Onufrenya):
Russia has extended the European EcoNet approach to the ecoregional level, based on four elements:
1) relief and satellite image analysis to identify the centres of biodiversity
2) analysis of biological diversity
3) analysis of socio-economic factors (no valuable data available, very generic information)
4) integral analysis of results.

The four elements are mapped and then integrated, and the results presented in local seminars to stakeholders. Each territory is discussed with specialists and decision-makers in the region. For example in the Altai-Sayan ecoregion corridors and buffer zones were defined with reference to the existing PA network. The goal is 100% conservation of biodiversity at the landscape and species levels. An EcoNet has also been set up in the Russian Caucasus.

Gap Analysis of the Federal System of Protected Areas in Russia (Irina Onufrenya):
A gap analysis to design the future federal system of PAs in Russia was commissioned by the Ministry of Natural Resources. It focused on:
• representation of landscapes, fauna, flora
• evaluation of the sufficiency of existing PAs for rare species and implementation of conservation agreements
• determination of high conservation value sites
• determination of unique sites of national importance.

The analysis aimed to look at Russia as a whole, and to single out federal level protected areas in order to have representation of all biodiversity in Russia in the federal PA network. Starting with a satellite map at the landscape level, it assessed the PA coverage in the different ecological regions, and singled out areas within ecoregions most in need of protection. A gap analysis was done for each endangered species in Russia. This process led to a list of natural sites needed to create new, or optimize existing PAs. Priorities were set for the creation of new PAs, and a Perspective National Plan for Protected Areas was submitted to the Ministry.

Break-out groups on assessing progress in ecological gap assessment in each country:
The groups examined and prepared brief reports on: status / situation; challenges / obstacles; next steps (technical or political) to advance ecological gap analysis, using the reporting template in Annex 4. Participants first brainstormed in small national groups, and then joined together to share their work in four regional groupings, as follows:

Group 1	Group 2	Group 3	Group 4
Azerbaijan	Belarus	Kyrgyzstan	China
Armenia	Moldova	Tajikistan	Mongolia
Georgia	Russia (Federal)	Turkmenistan	Russia (Altai-Sayan)
Turkey		Uzbekistan	

Day 2

From Here to There – How the outputs from this workshop contribute to the 2010 Target (Meg Gawler):
The CBD PoWPA is to be implemented by 190 countries worldwide with the goal to achieve a significant reduction of the current rate of biodiversity loss by 2010. This has proven to be a challenging and difficult process. The countries present in this and the other regional workshops have been chosen as pioneers to both advance implementation of the PoWPA in their countries, and also to serve as examples for other Parties to the Convention. This workshop is to produce templates for country action, emphasizing gap analysis, management effectiveness and sustainable financing. The other key output of the workshop is to provide recommendations to the CBD Working Group on Protected Areas to find solutions to the challenges of implementing the PoWPA. In addition, the questionnaire to be filled out by the participants represents a formal request from the CBD Secretariat, and will serve as one of the major inputs into the summary reports on the progress of the PoWPA.

Management Effectiveness

Protected Area Management Effectiveness: Review of Tools and Critical Steps (Alexander Belokurov and Jamison Ervin):
PAs cover 11.6% of the earth's land surface and coverage has shown strong growth in recent years. However, PAs are threatened and not always well managed. Some of the threats encountered in PAs in participants' countries include:
- Olympic Games in Russia
- fires
- poaching
- economic development, e.g. pipelines
- conflict with local communities
- encroachment
- lack of equipment and infrastructure
- lack of management plans.

Protected area management effectiveness is the extent to which a protected area achieves its objectives, mitigates threats, and protects biodiversity features. Assessing protected area management effectiveness is a key step in developing a protected area system master plan. Such assessments can also: reveal management gaps in a protected area system; guide protected area strategy and capacity development; enable adaptive management; guide effective resource allocation; promote accountability and transparency among key stakeholders; and build support for protected area management.

The World Commission on Protected Areas (WCPA) has developed a framework for developing management effectiveness assessment methodologies. While any particular assessment methodology will have an array of indicators, management effectiveness is generally measured by the following indicators:
- Context – protected area significance; threats and pressures; policy environment
- Planning – PA system and PA site design and legal status
- Inputs – the resources needed to carry out protected area management (staffing, funding, equipment)
- Processes – management planning; information and data management; financial management; monitoring
- Outputs – the implementation of management programs, actions and services (e.g. law enforcement, boundary demarcation, work plan, education, restoration)
- Outcomes – the extent to which objectives have been achieved (e.g. ecological condition of the PA).

There are several different approaches for assessing management effectiveness:
- An in-depth evidence-based approach uses the results of monitoring and stakeholder surveys to assess the degree to which management actions have achieved management objectives. Such assessments typically involve the creation of a detailed baseline of key desired outcomes, and the assessment is designed to measure changes in these outcomes over time.
- A system-wide peer-based approach (e.g. RAPPAM) includes most or all of the protected areas within a given system. Participants assess a range of indicators related to key threats and critical

management needs, typically in participatory workshops with peer review by protected area managers and others to reduce biases.

- A rapid scorecard-based approach uses a scorecard to elicit expert opinions about protected area management, usually with a set of four or five pre-defined thresholds for each indicator (e.g. WB/WWF management effectiveness tracking tool (METT)). Such assessments can be very rapid, and require few resources.
- A categorical assumption-based approach draws on available data and develops assumptions to determine potential management effectiveness. Usually there is little interaction with field staff to corroborate results, but there is often some review of the assumptions by administrative staff. This approach, which applies to an entire category of protected areas, should not be treated as equivalent to a more comprehensive assessment.

The choice of assessment approach and methodology will depend on several factors, including the available time, financial and human resources, and the specific purpose of the assessment. In general, an in-depth, evidence-based approach is best suited for a comprehensive assessment of a few important protected areas and for setting thresholds for adaptive management, a site-level scorecard-based approach for tracking progress related to conservation investments, a system-level approach for developing system-wide strategies, policies and capacity needs, and a categorical approach for a cursory assessment of the major management gaps within a protected area system. In many cases, planning teams may want to use a mix of approaches within a single protected area system, and adapt existing indicators and methodologies to suit local circumstances.

The critical steps in assessing PA management effectiveness are:
1. Defining the purpose, objectives and scope of the assessment
2. Identification of resources (financial and technical)
3. Ensuring stakeholders' support, team building
4. Doing the assessment
5. Analysing the results and prioritizing challenges
6. Identifying underlying capacity challenges and developing an action plan to address them
7. Communicating and institutionalizing the action plan.

Management assessment is a vital learning process that can transform management, *but…* i) management effectiveness assessments commonly stop at analysis and do not identifying underlying capacity issues; and ii) capacity development actions are commonly not based on supply and the conventional wisdom of need, but are designed ad hoc.

Developing a <u>capacity action plan</u> involves the following steps:
1. Form a working group
2. Gather and analyze existing information from management effectiveness assessments
3. Identify priorities management effectiveness issues (significance, urgency, feasibility)
4. Identify strategies to resolve issues
5. Identify underlying capacity needs
6. Design and institutionalize action plans
7. Implement actions!
8. Review progress.

Following are some lessons learned from assessing management effectiveness:
- Need for a clear champion and staff point person.
- Involve the right people and agencies from the start.
- Don't wait long between assessing and designing an action plan.
- Prioritize threats, management weaknesses, and policy impediments.
- Prioritize actions rigorously to avoid "wish lists".
- Don't over-assess or over-plan.
- Actions should first meet minimum standards (staffing, management planning, infrastructure, funding).
- Review progress and adapt actions annually.
- Institutionalize actions within annual plans and budgets.
- Involve donors and other support organizations.
- It is very important to communicate results because PAs need public support.

- The evaluation process itself is a vital learning experience which enhances and transforms management.

According to a global review of management effectiveness evaluations of PAs, 4000 management effectiveness studies have been carried out in 80 countries. This is small compared to the number of PAs worldwide (120,000), but is a good beginning. The results of PA assessments can be used for: setting priorities; identifying key issues; allocating resources; tracking trends; measuring conservation; and catalyzing action needed to improve biodiversity conservation.

Key resources available for assessing management effectiveness include:
- Hockings, M., S. Stolton, F. Leverington, N. Dudley and J. Courrau. 2006. *Evaluating Effectiveness: A framework for assessing management effectiveness of protected areas*, 2nd Edition. Queensland, Australia: World Commission on Protected Areas.136 pp.
- Dudley, N., A. Belokurov, L. Higgins-Zogib, M. Hockings and S. Stolton. 2007. *Tracking progress in managing protected areas around the world*. Gland, Switzerland: WWF International. 29 pp.
- Ervin, J. 2003b. *Rapid Assessment and Prioritization of Protected Area Management (RAPPAM)*. Gland, Switzerland: World Wide Fund for Nature. 61 pp.

Protected Areas Management in Mongolia: RAPPAM results and how they have been used (Nyamsuren Batnasan):
The PA policy in Mongolia has developed as follows:
> 1994: Law on protected areas
> 1995: Law on Environmental Protection
> 1997: Law on PA buffer zones
> 1998: National Programme on PAs (until 2015):
> 1998: Commitment to include 30% of Mongolia's territory in the PA system.

Mongolia presently has 60 state parks covering over 21 million ha (13.8% of territory). A national RAPPAM was conducted in 2005, involving ministry staff and all PA directors, managers and specialists. The report produced detailed and specific recommendations on:
- PA system
- Legal Framework
- Management Plans
- Boundary Demarcation
- Staffing and Capacity Building
- Research and Monitoring
- Threat prevention and restoration.

The experience in Mongolia shows how RAPPAM can lead to concrete actions to improve PA systems.

Assessment of Protected Area Management Effectiveness in Turkey (Sedat Kalem):
In June 2007 Turkey carried out a country-wide RAPPAM, in which the managers of 33 out of 36 national parks (NPs) in the country participated, in order to:
- identify pressures and threats
- identify strengths and weaknesses
- develop recommendations
- prioritize sites and issues
- enable the Ministry to develop strategies for improvement of protected area management

The major strengths of the NP system are its clear legal status, dedication of many individuals, and the growing interest of other groups (NGOs, universities). Major weaknesses were identified as: lack of systematic management planning; lack of transparency and participation in the planning process; current organizational structure; coordination between various government organizations; and funding gaps.

Outcomes of the exercise included: the definition of three priority PAs according ecological and socio-economical importance; increased commitment of PA managers; and involvement of stakeholders.

Among the lessons learned are:

1. the importance of commitment from the PA Authority to implement the findings.
2. that effective participation and reliable results require a certain level of understanding among the participants
3. the necessity of linking the assessment methodologies, e.g. METT with RAPPAM.

The results were published by the National Park Department (in Turkish).

Implementation of RAPPAM Methodology in Georgia (Maka Bitsadze):
A three-day participatory workshop, involving 48 stakeholders representing PAs specialists, decision-makers, protected area managers, NGO representatives and scientists, was convened in July 2003. During this workshop, participants worked on the RAPPAM questionnaire. The questionnaire was translated and adapted to the Georgian situation: two questions were added and interpretation of some questions modified. The main goal of the exercise was to promote the improvement of protected areas management in Georgia, and specifically to: provide measurable data and analyses on the effectiveness of the protected area management system in Georgia; determine priorities according to the vulnerability and urgency of each protected area in Georgia; and provide recommendations for the improvement of the protected areas system in Georgia. Management effectiveness analysis was conducted for individual protected areas, as well as for the PA system as a whole. The assessment was carried out in five steps:
1. Scope of the Assessment determined (prior to the workshop)
2. Existing Information / data compiled and assessed (prior to the workshop)
3. Rapid Assessment Questionnaire administrated and filled out (during the workshop)
4. Findings analyzed with respect to pressure and threats; biological and socio-economic importance; vulnerability; and management effectiveness
5. Recommendations developed and submitted.

The assessment resulted in: the identification of the most threatened PAs according to particular pressures and threats; analysis of the most important pressures/threats; comparison of biological and socio-economic importance for each PA; analysis of overall management effectiveness for all PA; identification of strengths and weaknesses of PAs; and formulation of recommendations and next steps.

The following strengths were identified:
- ✓ High level of ecosystem representation
- ✓ High level of primary, exemplary and intact ecosystems
- ✓ Systematic protection of high-level biodiversity sites
- ✓ National PA policies clearly articulate a vision, goals and objectives for the PA system
- ✓ An officially and formally demonstrated commitment at national level to protect a viable and representative PA network
- ✓ Laws governing protected areas are in place and generally complement PA objectives, and promote management effectiveness
- ✓ Environmental protection goals are incorporated into all aspects of policy development.

Weaknesses in the system include:
- Protected Areas planning is not adequate to maintain natural processes at the landscape level.
- Lack of comprehensive inventory of biological diversity within PAs.
- PA management is not evaluated on a regular basis.
- Lack of effective enforcement of PA related laws.
- Lack of training and capacity building for PA staff members – only two PAs have effective training and capacity-building programme for PA staff.
- Lack of coordination and communication among agencies related to natural resources.

Finally the assessment produced the following recommendations:
- ➢ Review and modification of protected area system-level design
- ➢ Further development of protected area policy system
- ➢ Improvement of system-level policy environment
- ➢ Improving protected area management inputs – finances and capacity building
- ➢ Improving protected area management planning: legal status, management planning, research and monitoring, prevention and restoration, environmental education and evaluation, and financial sustainability.

This was the first time in Georgia to bring together PA managers, experts, stakeholders etc. Unfortunately, however, the recommendations have not been implemented.

Exercise on Implementing the Results of Management Effectiveness Assessments (Jamison Ervin):
Management effectiveness is the extent to which a PA achieves its objectives. Capacity is the ability and means to achieve effective management. An Action Plan is a plan outlining the actions, timeline, responsibilities and budget required to achieve an objective. But often action plans are unprioritized wish lists. That is why it is important to link them to the results from the management effectiveness assessments.

RAPPAMs have been done in many countries, and they end in a nice report, but rarely, very rarely do they lead to capacity action plans, for implementing the recommendations. Starting from where RAPPAM ends, it is important to develop an action plan to address the key issues, and identify specific steps, and the priorities among those steps. More information on action planning, including case studies and quick guides can be found at: www.conserveonline.org/workspaces/patools.

Plenary exercise: Participants who had done a RAPPAM suggested key issues of high importance for their PA system. It was agreed that tourism would be a good threat to work on together. As shown in the table below, participants then suggested strategies and specific actions for addressing tourism, and then voted on those actions that would achieve the biggest results in their countries. Infrastructure and articles about the impact of tourism were identified as the highest priorities for the countries present here.

CAPACITY ACTION PLAN (example)			
Key issue (threat, institutional constraint etc.)	**Strategies**	**Capacity Actions**	**Priority (snapshot among participants)**
Tourism	Zoning for tourism	Systematic analysis research	5
	Law enforcement	Schedule for regular controls	8
	Policies and legislative frameworks (e.g. Turkey: tourism law has privileges over conservancy)	Articles about impacts of tourism to influence decision makers	11
	Visitor programme	Infrastructure Information centre	16
	Staff training	Educate staff	9
	Develop alternatives to mass tourism	Commission a study	2

Sustainable Financing

Financial Sustainability Roadmap and Business Planning (Marlon Flores):
A sustainable finance plan is a plan that will ensure that the full costs of a protected area system are met, both now and into the future. A sound financial plan should ensure that the growth of income matches or exceeds the growth of expected costs of establishing new protected areas, and managing new and existing protected areas.

Sustainable financing for PAs involves considerable risk, and it is essential to involve the right people, with exceptional team work, delivering to the client's (the PAs) needs. Financial sustainability needs to be addressed from both the "supply" and "demand" sides of the financial equation. Other aspects include: institutional capacity, legal, regulatory and tools.

The traditional approach to PA financial planning has been:
• Wish-list for international donors
• Limited diversification and no business approach

- Lack of incentives to promote behavioural change
- Absence of business-oriented planning tools and skills
- Absence of operational business plans based on:
    - accurate assessment of financial needs
    - cost reduction strategies
    - diversification of market-based income sources
    - cost-efficiency assessment of financial options
    - implementation plans
    - strategic allocation of revenue
- Absence of governance considerations.
- Disconnection with national development agenda
- Site level approach
- Project based (e.g., USAID-PiP / GEF Projects)
- Over-reliance on trust funds.

Experience has shown that, after ten years of a site-level approach, none of the 20 PAs were financially sustainable, and the importance of moving to a system-wide approach became clear. Furthermore, a project based approach is by definition not sustainable. Trust funds are excellent, but they have been insufficient to fully finance PA needs. Most trust funds have about 5 million $, and the interest from this is not enough to cover all needs. Also they create a disincentive for generating revenue. There can also be negative impacts of low interest rates. All too often trust funds are disconnected from a PA financial/business plan.

Often when there are a number of different financial mechanisms, they are disconnected and running in different directions. There is a need to systematize and streamline the process, with two levels of financial mechanisms (national level and site level) for the PA system. The PA system master plan should be linked to the national development agenda.

A roadmap for financial sustainability involves three important steps:
1. Assessment of financial needs and gaps, and of financial management
2. Screening and selection (feasibility assessment) of financial mechanisms
3. Formulation of Financial Plans with business principles

A first action is to determine how efficient each PA is to assess cost reduction opportunities, and eliminate unnecessary costs. In a financial gap analysis, one compares income, expenditure, and needs for basic and for optimal conservation. Look for costs reduction opportunities, and always ask <u>why</u>. Financial gaps are generally assessed in two tiers: basic (red), and optimal (yellow), and helps prioritize where to put the money.

A number of useful tools are available for financial gap analysis, for example:
- CFA Conservation Finance Guide (www.conservationfinance.org) (partly available in Russian)
- Activity-based costing (CPM/TNC): US, Grenada, Jamaica, Belize, Bahamas (conserveonline.org/workspaces/patools)
- TNC's Sustainable Finance Planning for PAs: Costa Rica
- MYCOSIS (World Institute for Conservation and Environment): Brazil (http://www.birdlist.org/cam/honduras/hn_parks_study1.htm)
- Country hybrids: Ecuador, Peru, Colombia, Costa Rica, Indonesia
- UNDP's Sustainable Finance Scorecard (www.undp.org)
- TNC Financial Planning Guide (coming in November 07).

Diversification is important, in order to spread the risk without sacrificing the returns. Diversification can also reduce dependency on international and government funding, and address government capacity, income generation / retention, and the formulation of fiscal law. There are a number of mechanisms for sustaining the long-term economic viability of a protected area system, including:

- **Bilateral and multi-lateral funding**, where a fund is established to finance environmental projects, and remains a significant source of funding for creating and improving protected area systems for many countries.

- **Biodiversity enterprises** are investment funds that provide capital to small and medium-scale enterprises that contribute to biodiversity conservation in or around protected areas (e.g., shade-grown coffee, ecotourism).

- **Biodiversity offset projects** are mechanisms that are intended to mitigate or offset land-conversion activities, such as forest clearing, dam creation, and road building. Biodiversity offsets may be voluntary or regulatory.

- **Biodiversity prospecting** is the search for biochemical and genetic materials from nature that can be applied commercially to pharmaceutical, agricultural, cosmetic and other applications. Provided that intellectual property and traditional knowledge is adequately protected, biodiversity prospecting can be an alternative to intensive resource extraction.

- **Carbon offset projects** are market-based mechanisms intended to reduce the amount of carbon dioxide in the atmosphere through a range of activities. Examples include emissions trading, which enables countries to purchase emissions units from other countries; joint implementation, which give credits to countries who invest in emissions-reducing activities in another country; and removal units, which provide credits for forestry-related activities.

- **Debt-for-nature swaps** are a mechanism whereby a creditor (typically an industrialized country) renegotiates the terms of a developing country's debt to fund biodiversity conservation. Debt-for-nature swaps often result in the creation of a privately-controlled conservation trust fund.

- **Environmental funds** are a permanently endowed fund created by grants from governments and donor agencies, as well as by ongoing user fees or taxes, earmarked for conservation and protected areas.

- **Foundation grants** are funds provided by private, charitable organizations. Foundations typically fund time-bound projects that are consistent with their own missions, and do not typically fund operational, overhead or recurring costs.

- **Market and tax incentives** provide financial incentives to individuals, communities and corporations for actions that improve biodiversity conservation. Examples include tax breaks to land owners who keep their land forested, market premiums to certified ecotourism operations, and subsidies to communities who practice sustainable land use planning and water use.

- **Payments for ecosystem services** are financial mechanisms that capture economic value from the services and benefits provided by nature. These services can include watershed services (e.g., drinking water storage, flow regulation, erosion and flood control), climate control (e.g., regulation of temperature and precipitation), and agricultural services (e.g. soil formation and protection, genetic resource conservation, and crop pollination), among others.

- **Taxes, fees and fines** are recurring sources of revenue that can fund protected area establishment and management costs. Taxes may come from a range of sources, including sales, property and income taxes, and publicly issued bonds. Fees may come from direct users, including both visitors and commercial operations (e.g., forest concessions, ecotourism lodges, recreational facilities), as well as indirect users, such as communities that depend upon drinking water from the protected area. Fines from illegal activities can also be directed toward protected area creation and management.

In screening possible financial mechanisms, one can compare implementation complexity against relative impact.

Another useful process is to identify the goods and services of protected areas, then search for potential customers / investors for those goods and services, and then determine the financial mechanism that will tie the investors to the goods and services.

One can conduct a feasibility analysis of financial mechanisms to select the best operational model. This process involves:
- description of different options

- advantages and disadvantages
- market analysis (customers, demand, competition, market, costs, suppliers, location, resources, staff)
- political viability and fiscal reform (legal/regulatory)
- social viability
- financial analysis (investment /return)
- risk analysis
- comparative analysis
- recommendations.

Once an operational model has been selected based on the feasibility analysis, then financial and business plans should be developed. A financial plan is a strategic document that includes: the financial background of the protected areas; a summary of protected area income, needs and financial gaps; an implementation plan for the diverse financial mechanisms that will be used to address needs and fill financial gaps; and different strategies to address legal and institutional reform to enable the implementation of the plan.

The business plan is a financial management tool, integrated to the financial plan. It is used to ensure that the full economic potential of the chosen financial mechanisms are achieved. It defines all the implementation aspects of the operative model of a selected financial mechanism, and focuses on the single best operating model of a financial mechanism, and incorporates a marketing strategy. Business principles – the foundation for financial success – include: supply and demand; efficiency; attractive investments; innovation; diversification; and transparency / accountability. A business plan is a description of the financial mechanism, together with a marketing plan, operations, financial projections, monitoring / evaluation, and staff. Staff (getting the right people) is the most important element of a business plan. Financial monitoring is also important: how much money is coming into the system? how is that money being managed? Measures should be against performance indicators.

The business plan is an efficient management tool because it:
- promotes behavioural change to embrace a business approach
- aligns financial opportunities with PA objectives and decision-making
- anticipates financial shortfalls and proposes remedies
- screens financial options to determine whether the investment of time, effort and expense is worthwhile
- includes a market analysis, which helps to understand strengths and weaknesses and to anticipate adjustments to achieve financial goals
- allows the public, government decision-makers, donors and the private sector to see a PA manager as a business professional with clear goals, and this in turn paves the way for further investments.

Exercise on Sustainable Finance Mechanisms (Jamison Ervin and Alexander Belokurov):

Examples:
- Corporate sponsorship: in Slovenia a major mobile phone company is providing 65% of the costs for Slovenia's largest park, and in return the phone company gets lots of publicity and good will.
- In Belize a conservation tax going directly to PAs is applied when visitors leave the airport.
- In the UK, money from lotteries is directed to PAs via WWF-UK.
- Environmental fines redirected to PAs.
- Reducing costs so that PAs become more efficient.
- In the US there are voluntary fees for special conservation automobile license plates
- Voluntary exit donations: a donation box when leaving a PA, or when leaving the airport
- Voluntary surcharge: hotel bills include a voluntary contribution of $5 to PAs, and the guest can indicate if they do not wish to contribute to PAs
- Volunteers.

In the following table, each country indicated if a given mechanism is already in use in their country (a circle), if it is applicable (v), or if they are intrigued (?).

RELEVANCE OF VARIOUS SUSTAINABLE FINANCE MECHANISMS													
● = already in use v = applies to my country ? = intrigued - = no answer	Azerbaijan	Armenia	Belarus	China	Georgia	Kyrgyzstan	Moldova	Mongolia	Russia	Tajikistan	Turkey	Turkmenistan	Uzbekistan
Government / donor funding													
Government budget	●	●	●1	●	●	●	●	●	●1	●	●	●	●
Bi/Multilateral	●	●	●1	●	●	●	●	v	●1	●	●	●	●
Trust funds	●	●	?	?	●	?	?	?	?	?	?	?	?
Market / corporate													
Payment for ecosystem services	?	v	●1	●	v	●	●	●	v	v	?	v	●
Concession fees	●	●	●1	?	●	●	●	●	●2	●	?	●	●
Royalties, right of way	v	●	●1	v	v	●	v	●	●	v	v	●	●
Biodiversity offset	?	●	2	?	v	●	v	?	v	?	?	v	●
Corporate sponsorship	v	v	?2	●	v	?	?	?	●1	?	v	●	v
Policy regulation													
Debt for nature swaps	?	?	?2	?	?	v	?	?	?	?	?	?	●
Conservation taxes	●	v	●1	?	v	●	v	●	?	?	●	●	●
Lotteries	?	v	2	●	?	?	v	v	v	?	?	v	●
Environmental fines	●	●	●1	v	●	●	●	●	●	●	v	●	●
Reducing costs	?	?	-	?	?	?	?	v	●	?	?	●	●
Voluntary													
Exit donations	v	v	?1	?	v	?	v	?	●	?	?	?	v
Voluntary surcharge	v	v	?1	v	v	?	v	?	?	?	v	v	?
Volunteers	v	v	●1	v	v	●	v	●	●	?	v	●	?
Other													
Revenues from souvenirs	v	v	v2	v	v	?	v	●	●	?	v	v	●
Donor grants	●	●	●1	v	●	●	●	●	●1	●	v	●	●
National funds	●	●	●1	●	v	●	●	●	●	●	v	●	●
Hunting/hotel fines	●	●	?	v	●	●	v	●	●	●	●	●	●
# of mechanisms in use:	9	10	10	6	7	12	7	11	13	7	4	12	15

This exercise reveals that almost every country uses government budgets, bilateral funding, donor grants, and national and local funds. Many also use concession fees. Corporate sponsorship and debt for nature swaps are of high interest. There is also interest in trust funds, voluntary surcharges and exit rates.

Some countries, such as Uzbekistan, already use a diverse portfolio of financing mechanisms. Participants are encouraged to contact other countries that are already using a mechanism that they are interested in developing.

There are three types of trust funds:
- endowment fund, with a large amount of capital, that generates substantial interest over the long term
- revolving fund, such as the GEF, that is replenished when it is finished
- sinking fund, in which both the capital and the interest is spent, and which disappears in the end.

Case Study: The Caucasus Protected Areas Trust Fund (Maka Bitsadze):
The Caucasus Protected Areas Trust Fund (CPAF) was legally established in 2007 to conserve the unique biodiversity of the southern Caucasus ecoregion by making grants to support PAs in Armenia, Azerbaijan and Georgia. The Foundation was created as part of a joint initiative by the German Government, German Development Bank (KfW), Conservation International (CI) and WWF-Germany. The Fund is registered in Germany, with headquarters in Frankfurt. The Board of Directors currently consists of representatives of the donor organizations that already donated to the Fund: BMZ, CI and WWF.

The CPAF was set up because only 14% of the basic management costs of all PAs in the southern Caucasus are covered by state budgets, and this lack of funding threatened the continued existence of PA networks in the Caucasus.

The purpose of the trust fund is to provide long-term co-financing for the management of protected areas by covering the costs of establishing PAs and of developing PA management plans, as well as essential management costs, such as:

- staff
- maintaining existing infrastructure and equipment, including tourism
- public information dissemination and awareness raising
- patrolling and monitoring on a regular basis
- research relating to PA management, etc.

The following conditions were set for the CPAF:

- Ecological criteria:
  - international or regional importance
  - representativeness of the existing PA systems
- Sectoral framework conditions (commitment of partner country):
  - GEF criteria (long term conservation strategy; active government support; critical mass of people from all sectors willed to cooperate; basic institutional and financial regulations in place)
  - sectoral engagement
  - participatory sector policies (enabling environment).

The process of setting up the trust fund consisted of two phases:

Phase I (BMZ/KfW/WWF), until mid-2005:

- feasibility study, by WWF-Germany
- estimation of trust fund capital endowment
- discussion of different trust fund options with governments and stakeholders
- decision for offshore trust fund

Phase II (BMZ/KfW/WWF/CI), until mid-2007:

- securing funding commitments from donors
- defining the management structure of the trust fund
- legal establishment of the trust fund by registering its statutes
- establishment of the trust fund's board of directors
- identifying an asset manager.

The CPAF management procedure is based on the following principles:

- ✓ The Trust Fund will pay up to a maximum 50% of the requested contribution to management costs of priority protected areas.
- ✓ Funds cannot be spent for expenses of any of the Ministries.
- ✓ The Ministry of Environment can prepare grant proposals for "priority" PAs which meet CPAF requirements.
- ✓ Technical advisors will develop a recommendation to the CPAF Board.
- ✓ The Fund's Board of Directors meet to review all of the proposals, and decide which ones to support.

The CPAF Executive Director will represent and promote the Fund's interests, and will be responsible for the development and implementation of long-term strategic plans, annual operating plans, internal operations manuals and policies, and annual budgets for consideration and approval by the Board.

The CPAF provides an interesting example of a transboundary trust fund, not limited to a single country. In addition it is a huge advantage that the Fund is based outside of the area. The CPAF has already raised $9.7 million, which provides a strong basis for the Fund to achieve its goal of a core endowment of $50 million.

Case studies on sustainable financing plans: Costa Rica, Brazil, Ecuador (Marlon Flores):
Step 1 is to find out how much money countries need for their PAs; step 2 is to find where the funding can come from. Following are a few examples from Latin America of what can be achieved.

Costa Rica is one of the most advanced countries concerning funding for PAs: 80% of the estimated annual income to PAs is generated within the country. Over a three-year process, Costa Rica has completed steps 1 and 2. They found out how much money was needed through a rigorous financial analysis of the PA system. The estimated annual need of the PA system is $36 million, and the income is $17 million. The gap is $14 million to meet basic needs, and $19 million for an optimal PA system. Through the financial gap analysis they discovered that about 4$ million in different agencies that were collecting money for PAs had not been transferred, simply because the agencies collecting the funds did not have a mechanism to transfer them to the PA system. They recovered these funds a year ago. Mistakes like this can have a significant impact on PAs. The financial gap analysis had been published (in Spanish). One mechanism is generating funds from taxes on petrol. What is significant is that Costa Rica now knows where the gaps are, and they know where to put new financial resources.

Brazil is a huge country, with about 2,000 PAs. They have funds, but lack good financial management. They cannot even spend what the government allocates. Having done the financial gap analysis highlighted this problem, and the need for better financial management.

Ecuador has decided to focus on tourism, but does not give priority to PAs. The government contributes only a tiny fraction of its budget to PAs. However, based on the financial study, the government has agreed to support the financial plan for PAs.

Discussion on Communicating Non-biodiversity Values of PAs (Alexander Belokurov):
There is a well documented example from New York City, which found it was much more cost-effective to have a protected area nearby than to invest in a water treatment system for drinking water for the city.

Also, many PAs all over the world have a religious value.

In US, the tourism/travel sector is the 3rd largest, and generates 17million employments; and $1.5 billion in revenue. Where tourism is based on natural resources, one can look at how much money that sector generates in income tax, etc. This is what to talk to the politician about: the financial and economic aspects of PAs. It is important to be able to demonstrate why PAs are good for the local and national economies.

The workshop group recommended a simple methodology for calculating economic benefits (actual and potential) of PAs, i.e., simple methods to quickly answer the questions: What are the benefits of PAs? Why do we need a PA in this area? What are the practical benefits? (not just from the point of biodiversity, but especially for the various stakeholders. It is important to communicate the biodiversity gap analysis and the economic benefits analysis, linking them together in a single publication.

WWF is currently in the process of developing a Benefits Assessment Tool (*Valuing Protected Areas*), which includes: 1) A background datasheet, and 2) Values and their benefits datasheets, which identify seven main groups of values (Food; Water; Culture and Spirit; Health and Recreation; Knowledge; Environmental Benefits and Materials) and 21 indicators against which an assessment is made in relation to: stakeholder groups which benefit from the values; the types of benefits supplied; the amount of protected area involved and the period in which the particular value is exploited. The **Benefits Assessment Tool** is currently being field tested in PAs where WWF is working, and by known experts in the field of PA management.

WWF International has also published a series of reports on various benefits of PAs, and IUCN has guidelines to evaluate the benefits. A CD with a methodology to value benefits of PAs has been produced by IUCN and the World Bank.

Break-out Groups on Management Effectiveness and Sustainable Finance (Jamison Ervin, Meg Gawler, Alexander Belokurov):
Participants worked in country groups to explore the following questions on management effectiveness and sustainable financing, and then shared their results in groups of neighbouring countries.
   1. What is the status in your country?
   2. What are the challenges and obstacles?
   3. What are your 2-4 next steps?
   4. What specific support is needed?

Day 3

Master Planning Linkages and Coalition Building (Jamison Ervin)
A master plan is not different from implementing the PoWPA – it is a way of organizing one's work. It seeks to synthesize and simplify the 92 actions of the PoWPA into a complete package. In some countries it is not called a master plan, could be national action plan, or national strategy, but they are essentially the same. A master plan is based on the following principles:
1. The process is iterative, not linear.
2. Some things should come earlier than others.
3. Some steps are harder. It is easy to do a management effectiveness assessment, but hard to actually improve management effectiveness.
4. Sustainable finance applies to all steps.
5. Prioritization is critical: focus first on the top threats, the critical management weaknesses.
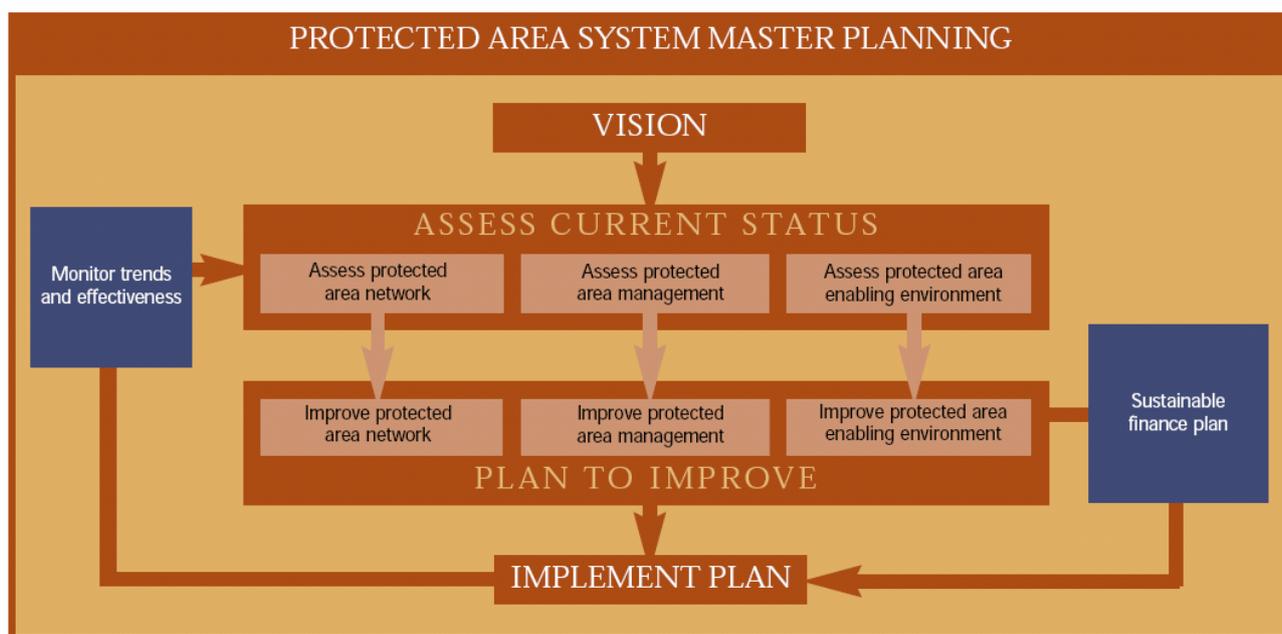
The Global Programme of Work on Protected Areas: Lessons on Implementation (Steve Watkins):
Nelson Mandela said: "Protected areas are genetic store-houses that promise a healthier future for the planet and its people. Safeguarding these precious areas means safeguarding our future."

The PoWPA is based on three phases of work:

By 2006, Assessments: set priorities and develop strategies
- Gap assessments and Master Plans
- Links to MDGs articulated
- Most urgent PAs declared
- Numerical targets established

By 2008, Implementation
- Sustainable funding
- Threat abatement
- Standards for planning and management
- Supportive policies and legislation

By 2012, Outcomes
- New PA designations
- Management Plans
- Effective PA systems.

Each country has its specific challenges, and some lessons are not always applicable to others. Nevertheless, there are some high-level lessons that seem to be widely applicable. The fundamental

purpose of the PoWPA is to help governments create effective national PA systems. We have learned that the key steps are:

1. Constituency engagement – getting all the right people involved. Each of TNC's country programmes has sought to create a "National Implementation Support Partnership" (NISP). This needs a dedicated coordinator to ensure that it is a functional group that is actually able to do work.
2. Start-up funding – a small seed budget can make a huge difference in getting the ball rolling. TNC provides early action grants.
3. Technical capacity support – technical expertise is crucial. TNC has run training workshops and provided technical assistance.

If one can put these three elements together, things really start moving.

- Lesson 1: A NISP is national coalition of government and non-governmental bodies working together to advance the PoWPA, with a clearly identified person responsible. The size of this group depends on the national context, and the PA agency is always involved.
- Lesson 2: Common sub-committees on key thematic areas: ecological gap analysis, management effectiveness, sustainable financing.
- Lesson 3: Workshops help, but they are just a start. Consultants are a common model for helping to get individual pieces of work done. Help from neighbours has worked well.
- Lesson 4: Need ways to buffer against political change. Peru has written agreements for when governments change.

Results to date: To gage the effectiveness of the PoWPA TNC collects information every 6 months on: funding and leverage; policy process and scientific underpinnings; new protected areas and political support. Partner investment and support is catalyzed. In Mexico, for example, all NISP members contribute, and there are 45 technical experts focused on four key themes. In Ecuador, the government, TNC and WWF match each other's contributions dollar for dollar. Across 16 countries, partners to NISPs have invested from two to six times amount of the early action grant. Those countries with both NISPs and early action grants are progressing fastest. The conservation outcomes of the NISP process are shown in the table below.

NEW PROTECTED AREAS IN COUNTRIES WHERE TNC HAS BEEN ACTIVE
Declared
Bolivia: municipal
Brazil: 6 million ha
Colombia: Yuriquies
Peru: Sierra des Divisor, 121'000 ha
Mexico: five new PAs, 1.4 million ha
Indonesia: 13 new PAs, 3 million ha + 1 district level PA + 7 MPAs
Ecuador: two new PAs
In Process
Bahamas: five new MPAs, 78'000 ha
Grenada: two MPAs
Colombia: eight new PAs
Ecuador: MPA, 12'000 ha
Peru: coastal / marine, 96'000 ha
Bolivia: more municipal PAs
Total
22 new PAs declared or in process, covering 17 million ha
PA System Goals Declared
Brazil – double "integrated protected areas" and expand sustainable use areas from 2.5% to 8% coverage; called for new institution for administrative oversight
Bahamas – 20% near shore MPA coverage
Grenada – 25% marine and terrestrial coverage by 2020
FSM – 30% marine, 20% terrestrial by 2020
Indonesia – 20m ha marine coverage by 2020
Palau – 30% marine, 20% terrestrial by 2020
Seven countries (46%) report that they have enacted protected area-supportive enabling legislation Ecuador – $8.2m additional funds
Palau – Micronesian Challenge
Indonesia – Coral Triangle Challenge

The key lesson is that constituency engagement + start up funding + technical capacity support = results.

Other lessons:
- It is necessary to have a very charismatic leader.
- Even though NISP agreements have been established, the only way the coalitions work is to meet together, especially in cultures where there is no tradition of governments working with civil society.
- One of the first steps in creating a NISP is identifying who the key stakeholders are, especially which government agencies.
- It is important to involve actors outside the environmental sector, particularly because implementation of the master plan will require funding, and this will not be achieved by the environmental sector alone. Need to involve decision makers outside the environmental sector to support institution reforms. Make sure to engage people from the ministry of finance from the outset.
- TNC has nine case studies identifying successes and challenges, and the minutes of the meeting held with had with all NISP coordinators, and would be happy to share them with you.
- The more this process progresses, the more likely it is that charismatic people will become involved. And it takes a skilled coordinator who will be able to identify key charismatic people who could be approached.
- One can expect two years of work, before seeing real commitment. There may be no easy wins for the first year or two.

Transboundary Protected Areas

<u>Transboundary Conservation: A New Vision for Protected Areas</u> (José Courrau and Alexander Belokurov)
TNC founded the Transboundary Conservation Task Force with the WCPA. There are four basic types: transboundary protected areas; transboundary conservation and development areas; parks for peace; transboundary migratory corridors. Worldwide the number of transboundary protected areas has grown from only 59 in 1998 to 188 in 2005. The objectives of transboundary protected areas include: biodiversity conservation; cultural heritage and exchange; international cooperation; maintenance of peace and security; promotion of sustainable development; regional economic integration; restitution of land tenure; local economic development; poverty alleviation, etc.

Benefits of a transboundary approach include:
- Biodiversity: larger contiguous areas allowing for greater migration; facilitates ecosystem management; pest species better controlled; poaching and illegal trade better managed; reintroduction facilitated.
- Promoting international cooperation: improves staff morale; facilitates staff exchanges; creates a resilient social system; ministries feel a greater obligation to honour commitments; encourages cooperation of immigration and customs officials; has proved to be an effective approach in the settling of conflicts.
- Facilitates more effective management and research: better surveillance and management of wildfires; joint research programmes generate savings and eliminate duplication; joint patrols; Search and rescue is often more efficient and economical.
- Economics: nature-based tourism is enhanced, because of a greater attraction for visitors; possibilities of joint approaches to marketing and tour operator training; donors and assistance agencies are more attracted to a joint international proposal.

However, there are also costs: can be more expensive, more complicated; increased need for coordination and facilitation; implementation may be slower; cultural and language differences.

Principles for creating a transboundary park include:
- Scope out issues properly, and identify potential disputes.
- Take inventory of resources and human populations.
- Begin with small steps, with parallel conservation measures in the different countries.
- Develop a shared vision.
- Harmonize conservation policies and laws.
- Collaborate in tourism promotion.
- Focus on issues that unify, e.g. economic development.
- Involve and benefit local people.

➢ Involve local and regional NGOs and community-based organizations that may have established partnerships with local communities, and built a relationship of trust.

Practical steps are:
1. Workshops to create shared vision
2. Involve security forces and the military early on
3. Inventory communities, natural resources
4. Joint fundraising (World Bank, GEF)
5. Develop a cross border coordination unit, hosted in different country each year
6. Build capacity through joint training, staff exchanges.

Issues of sovereignty can be difficult, but transboundary conservation can actually strengthen control over borders, rather than reducing it.

The main website for transboundary protected areas is www.tbpa.net, which has many resources. The task force is now updating the website with more examples.

Case Study: Oulanka-Paanajärvi National Parks in Finland and Russia (Alexander Belokurov):
Cooperation in this area is important because Finland and Russia share a 1250 km border, which contains large Green Belt of original boreal forest and mires in their natural stage, and because of the wide social and economic gap along the border between Finland and Russian Karelia.

Oulanka and Paanajärvi National Parks support and strengthen the local economies. The fact that they are linked creates a positive image effect, which helps in raising public awareness and generating political support. Economic development and tourism turnover are much higher on the Finnish side. This shows that there is great potential for tourism on the Russian side. Concrete results of cooperation include: the construction of a joint visitor centre; common publications; recognition by PAN Parks and Europarc federation as transboundary park; helps to tackle joint problems.

Problems and possible threats include: cultural differences (understanding each other; priorities; meeting / negotiation manners and regulations; attitudes towards gaining benefits, etc.); differences in financing mechanisms (funding for basic duties; possibilities for extra funding); linguistic differences; the national borders (strict custom regulations, difficulties in applying for visas, possibility to cross the border inside park boundaries); tourist products and pricing; different goals outside conservation (financing, etc.); different political support.

Transboundary approaches to conservation are important because they help to conserve biodiversity, and help to tackle joint problems.

Potential for Transboundary Cooperation in the Caucasus (Maka Bitsadze):
There are three examples of transboundary protected areas in the Caucasus ecoregion: South Colchis between Turkey and Georgia; Javakheti (Armenia/Georgia) and the East Greater Caucasus (Russia / Azerbaijan / Georgia). Feasibility studies have been done.

There are many obstacles in the Caucasus, especially different levels of protection of PAs, different management approaches, different national legislation related to PAs, different approaches to law enforcement, and different levels of capacity.

Transboundary Application of the PoWPA in the Altai-Sayan Ecoregion (Chaizu Kyrgyz):
In the Altai-Sayan, priority transboundary areas are:
• Uvs-Nuur Basin Nature Reserve (agreement between the Russian Federation and Mongolia in1994)
• Katunski and Katon-Karagaiskii National Parks (agreement between Russia and Kazakhstan in 2005)
• Perspective of the Plateau Ukok area (Russia-Mongolia-Kazakhstan-China) and Sailugem PA (Russia-Mongolia).

The PAs themselves were set up as a result of joint scientific research started 20 years ago, a major scientific programme. The major reason for the transboundary cooperation is importance of biodiversity

along the borders, e.g. key species such as the Altai Argali and the Snow Leopard, which are important symbolic species for the region.

The significant points of the preparatory work are:
- developing draft agreements between Mongolia and Russia about establishment of three TBPAs, including discussion of all possible issues that need to be regulated by the governments, and developing points of agreement on the basis of practical experience of existing TBPAs (e.g., Friendship Park on Russian-Finnish border)
- the goal of agreement, i.e., to take existing rudimentary schemes of collaboration and make them independent of federal and regional laws by elevating them to the level of international law.

Discussion of Transboundary Protected areas (Alexander Belokurov):
It is important to have a network rather than just a PA, and this is underlined in the PoWPA, which emphasizes putting in place multi-country agreements. This is one of the things WWF is trying to do in the PA4PL programme.

An agreement for transboundary cooperation should articulate specific information on the following:
- Security of international borders
- Movement of goods and materials
- How to coordinate PA management
- Exchange of information (e.g., GIS; joint information centre)
- Economic relations (e.g., joint tourist routes)
- Certified, standardized and internationally recognized methods of monitoring
- Other issues related to scientific exchange.

Other transboundary initiatives in the region include:
- the Selinga River Basin in the Altai-Sayan
- a programme in Central Asia: (Kyrgyzstan, Kazakhstan, Uzbekistan) on conservation of deer populations; thee is an MoU on deer conservation, but it has been impossible to set up a transboundary PA
- one between Belarus and Poland, and another between Russia, Belarus and Poland.
- an agreement for a peace park between Tajikistan and Kyrgyzstan.
- in Moldova, an agreement with UK on biodiversity conservation in the Danube zone

Discussion points include the following:
- The idea of transboundary PAs is crucial for establishing transboundary regional networks.
- A summary of multi-country-legislation and multi-country-mechanisms would be useful. This should answer questions on how to deal with different legislation, how to formulate agreements between governments, and how the CBD Secretariat can support this process.
- Transboundary PAs are important to all countries concerning High-Sea-PAs. The relevant article in PoWPA is 1.3.2.
- Altai-Sayan: A multi-country council will be established.
- Russia/Mongolia: The creation of another transboundary PA between Russia and Mongolia is suggested in Sakhalin.
- In Central Asia there is an attempt to create a transboundary PA covering areas of western Tienchan with the involvement of Kazakhstan, Kyrgyzstan, Uzbekistan, Afghanistan etc. In Uzbekistan, under the current political system it is impossible to set up a transboundary PA beyond the Amurdaja River.
- White Russia has transboundary PAs with Poland and Russia.
- Tajikistan: At the moment a transboundary PA is developed between Kyrgyzstan and Tajikistan. An agreement between China, Tajikistan, Afghanistan and Kyrgyzstan is under development.
- Moldova: There are transboundary agreements on PAs with Ukraine and with other EU countries regarding the Danube zone.
- Turkmenistan: There exist six nature reserves along the borders of the country. Transboundary PAs with Uzbekistan are very important and are one of the country's priorities.
- Often the boundary crossing regime is very strict, and this hinders the movement of guards and park managers. In some cases park managers have been arrested (e.g. Azerbaijan). These problems not only arise in transboundary PAs, but also in PAs adjacent to borders (e.g., Altai-Sayan).
- Mongolia: The process of setting up transboundary PAs takes a very long time; in the Altai-Sayan region it started 20 years ago and still is not completed. The question is how to speed up the process

and strengthen the role of the CBD. Furthermore, in the negotiations between Mongolia and Russia the assistance of a third uninvolved party as a mediator would be helpful.

- Caspian Sea: For migrating species it might be more efficient to set up seasonal sanctuaries than normal PAs, e.g., to protect the seals breeding on ice. There are protocols on special species which were prepared under the convention of migratory species, and the mechanism used here could support the CBD.
- The workshop recommended asking the CBD Secretariat to pay more attention to transboundary PAs, and to provide more support. Advice on how to go manage and fund a transboundary PA after having set it up would be helpful. The Russian-Finish example shows that the EU-funding focuses on their side. A decision from the COP of how to resolve such issues would be very helpful.

CBD Reporting Requirements (Sarat Babu Gidda):
In June 2006 the CBD Secretariat sent a request to the Parties for a report on the status and challenges of implementing the PoWPA. In November 2006 the Secretariat extended the deadline to the end of March 2007. Since then the Secretariat has been trying to use the regional meetings to help get this feedback. However, it almost never receives the report in advance of the workshop. So the Secretariat is using these workshops to get this required feedback. For this workshop, the Secretariat did get the questionnaire back from Tajikistan and Moldova. The CBD Secretariat needs these questionnaires to prepare the background documentation for the Ad Hoc Working Group, including a timeline with targets, successes (e.g. completed gap assessment, new PAs, good examples) and recommendations for better implementation of the PoWPA. The participants of the workshops should talk to the focal points in their home countries to raise those issues in the working group meeting and in the COP-9.

Participants are urgently requested to fill out the questionnaire and submit it to Sarat Babu Gidda. The information provided should be specific (not general), and should give details on progress towards every target, giving good examples and defining limitations and problems. For scoring: 0 = no progress; 1 = initiated; 2 = some progress; 3 = good progress.

Reports Back to Plenary from Break-out Groups

Caucasus: Armenia, Azerbaijan, Georgia, Turkey (Sedat Kalem):
  Ecological Gap Assessment:
     <u>Status</u>: For Armenia, Azerbaijan and Georgia, score = 2. An EGA has been done at the ecoregional level during the development of the WWF Caucasus Ecoregion Conservation Plan. This includes some elements of biodiversity in the three countries, but is not comprehensive at national level. For Turkey, score = 2-3. Turkey has completed the EGA in four out of seven geographic regions. A core group among Ministry staff has been created and trained on the methodology; a national biodiversity database has been created within the Ministry, and "Important Plant Areas", "Important Bird Areas", and "Key Biodiversity Areas" have been identified.
     <u>Challenges</u>: Poor cooperation between scientific-research institutions and state management bodies in the field of PA.; lack of a data-base; lack of capacity: human and financial resources
     <u>Next Steps</u>: For Armenia, Azerbaijan and Georgia: facilitate EGA at national level; establish and train working groups; raise funds for EGA. In Turkey for Central and East Anatolia the next steps will be: to secure funds, and to carry out the EGA in the other regions in the same way with new local partners. There are still other regions to complete the nation-wide EGA, e.g., N and NW Turkey.
     <u>Support Needs</u>: For Armenia, Azerbaijan and Georgia: financial support for training and capacity building; exchange experience with the countries which have completed the EGA; lobby governments. In Turkey: commitment from the Ministry to complete the nation wide EGA; training regional/local staff/partners (in the new regions); financial and human resources.
  Management Effectiveness:
     <u>Status</u>: For Armenia and Azerbaijan, score = 0. Nothing has been done yet. For Georgia and Turkey, score = 3. RAPPAM / METT conducted, and results published.
     <u>Challenges</u>: For Armenia and Azerbaijan, lack of experience, financial resource needed. For Georgia and Turkey, willingness of the government to implement the results.
     <u>Next Steps</u>: For Armenia and Azerbaijan, carry out the assessment. For Georgia and Turkey, use the results of RAPPAM and METT to improve management effectiveness.
     <u>Support Needs</u>: For Armenia and Azerbaijan: exchange of experience on the use of methodology; technical assistance; training the working group; funding. For Georgia and Turkey, lobbying.

Recommendation to CBD: encourage the government of AR-AZ-GE-TR to take action.

Sustainable Financing:

Status: For Armenia, Azerbaijan and Georgia, score = 2. Financial assessment done; CPAF established; parallel financial resources available from bi- and multilateral donor organizations and GAAs. For Turkey, score = 1-2. Started at individual PA level at 2/4 pilot sites of the GEF-II Project: KK, Sultansazligi; considers multi-funding sources: local, national, GOs, NGOs, private sector communicated.

Challenges: For all countries: endorsement and commitment of the parties involved; lack of fundraising skills among PA staff and the others involved; low environmental awareness in the national business sector.

Next Steps: For Armenia, Azerbaijan and Georgia: raise funds using the capacity of NGOs; make feasibility study for establishment of sustainable financial mechanism at national level; legislative improvement to get proportion of money from different taxes/fees for PAs, fundraising to get core endowment up to 50 mil US$ to make the CPAF functional. For Turkey: replication of the pilot initiatives at other PAs; preparation of a Sustainable Financial Strategy at system scale (national level).

Support Needs: For all four countries: lobby the government and donors to facilitate establishment of sustainable funding mechanisms at national level (by CBD); provide technical support in preparation national sustainable financing strategies; training workshops to help improve fundraising skills; assist the development of fundraising proposals.

Belarus, Moldova, Russia (national level) (Irina Onufrenya):

Ecological Gap Assessment:

Status: Score = 2-3.

Challenges: In all three countries there are gaps in national legislation and big conflicts of interest between environment ministries and other ministries, such as finance. All three countries have a financial deficit for PAs, and lack qualified personal for the management at the federal / regional level and at the site level. Belarus has problems with private land ownership, which might be a problem in Russia in future because the government has no money to buy land.

Next Steps: Approve and implement the develop strategy for PAs; fundraise to implement the strategy; develop the methodology to define benefits for why new PAs are needed; develop a strategy to promote the benefits of PAs; ensure the funding of education for those who already work in PAs; develop mechanisms for exchanging experience.

Support Needs: education for those who manage PAs (none of the countries have education programmes for PA and ministry staff); need mechanisms for exchanging experience among the countries (money is spent for the same solutions, and it would be more efficient to exchange experience).

Management Effectiveness:

Status: score = 1-2 for all countries. In every country an assessment of management efficiency has been done by the ministries, but a systematic approach does not exist.

Challenges: Lack of qualified personnel for management at both federal and site levels. There is no information on assessment methodology, and no funding for carrying out assessments. There is only one source of financing which is the state. Also there is no cooperation between different ministries or agencies, so often other ministries impede the efficient implementation of recommendations. In addition, information about the CBD does not reach NGOs, but goes only to ministries and CBD focal points. New ways to disseminate information on a non-governmental level is needed.

Next Steps: Selection of assessment methodologies; adaptation of RAPPAM methodology for Moldova and Belarus; secure financing for adoption of methodologies; training courses / exchange of experience with other countries; lessons learned from Russia; development of action plan; in Russia implement RAPPAM recommendations.

Support Needs: All countries need financial, technical, methodological support, and would welcome an exchange of personal on governmental and site levels. Need an assessment of capacity, and development of the plan of involving NGOs in the implementation of the PoWPA.

Recommendation to CBD: It is suggested to appoint an additional coordinator of CBD from NGOs and to develop creative ways to disseminate information on CBD (e.g. rock festivals, children events etc.); encourage CBD to run an awareness programme on the PoWPA; organize seminars on follow-up of implementing PAs; coordination with other conventions (RAMSAR etc.; assessment of involving of NGOs at all levels.

Sustainable Financing:

Status: score = 1.5.

Challenges: Lack of incentives for non-governmental sources of funding; no possibility to get funds from ministries other than the ministry of natural resources.
Next Steps: Choose and adapt methodologies for alternative sources of financing.
Support Needs: Training courses; workshops for experience exchange.
Recommendation to CBD: Make information about methodologies available; fundraising from alternative sources.

Central Asia: Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan (Timur Berkeliev):
Ecological Gap Assessment:
Status: The situation in all of Central Asian is very similar: some assessment work has been done but no specific gap analyses. There exist lots of good results from scientific research, but they are of no practical use because they did not go through governmental review, and therefore have no binding character.
Challenges: Lack of experience in the methodology; lack of understanding the CBD obligations; countries will not be able to prepare their reports to the CBD.
Next Steps: EcoNets including PAs and buffer zones have been defined, and could be the basis for gap analyses; adopt a schedule for gap assessments; set up some transboundary projects; set up a regional committee for identifying the priorities and work at the regional level; in the future the Central Asian countries should think about transboundary PAs (e.g. for species like Buchara deer, Saiga Antelope), and set up a regional committee to identify priorities.
Management Effectiveness:
Status: There is some kind of assessment of PA management efficiency, but the information is only useful for the assessment of every-day work; the efficiency of the overall system of PAs has not been assessed.
Challenges: No experience in the methodology.
Next Steps: Select a cheap methodology to do assessments with the least cost; set up a working group; ensure that results of research go through a process of official review and approval.
Sustainable Financing:
Status: Financial planning exists, but it is primitive, covering only the current funding of existing PAs. When the number of staff and vehicles is determined, this is cut in half because of lack of money. There is no long-term financial planning. A common situation is to push through a decision for the establishment of a new PA, and then think about how to finance it; the planning is not at a proper level. The exclusive source of financing is federal budget allocation, with the rare exception of small grants; in Tajikistan there are more grants than in other countries.
Challenges: The technical level of the staff is far from optimal; there is a lack of people who can do both financial planning and nature conservation; nature conservation agencies do not have access to environmental funds; funds earned by the PAs go back into the state budget, and cannot be used by the PAs themselves for their purpose; there are environmental funds, but access to these funds is not open; in Turkmenistan the access is zero. No-one in the ministries speak English, so the international experience does not reach these countries because it is in English. There is not enough information; in many countries people do not even know they have a CBD focal point, and CBD Coordinators do not receive information on these methods. The legislative basis is insufficient. For most of these countries there are PAs under the jurisdiction of different ministries.
Next Steps: Set up special funds for the support of PAs, where the funds can go only to PAs and nowhere else; have a special committee for sustainable development where decisions are obligatory – a supra-national organ that is legitimate; a transition period could be used to use revenues which are not discovered by others; choose a cheap assessment method to support the work of the ministries.
Support Needs: Training workshops at the national level to teach these methodologies; need political support through an inter-governmental organ.
Recommendation to CBD: It would be useful to have a dedicated Russian language site. CBD focal points should receive information on these methods.

Altai-Sayan: China, Mongolia, Russia (Altai-Sayan) (Chaizu Kyrgyz):
Ecological Gap Assessment:
Status: Schemes /action plans already developed in draft stage; biodiversity gap analysis in progress; Mongolia is already done; applying for grants.
Russia: score = 3 (national), 0-2 (local); national GAP analysis to be completed December 2007.

Mongolia: score = 2; action plan for biodiversity has been developed for all Mongolia; assessed conservation needs for Mongolia in 2002 and identified needs for protected areas; working on parks to complete biodiversity analysis (process is ongoing); in some parts need funding to complete biodiversity analysis; applying for UNDP early action grant.

China: score = 2; need to develop action plan on larger scale to make up for point-conservation.

Challenges: Resource constraints especially regarding capacity building; unequal capacity building (GIS, legal); lack of awareness of importance of biodiversity gap assessment of methods of assessment; differences in legislation, in GIS-data.

Russia: National: lack of information on ecosystems and socio-economic development; local: lack of understanding and awareness among decision-makers regarding the importance of PAs.

Mongolia: lack of resources; lack of awareness of the importance of biodiversity gap analysis.

China: management of information and measures during assessing ecological gaps; little experience with ecological gap analysis.

Next Steps: Build capacity through training in GIS, other methods; legal expertise; education / public awareness about PAs; needs to be regular and consistent follow-up.

Russia: development of criteria for determination of management categories of PAs; fundraising for further implementation of the activities and political lobbying; development of complete methodology for terrestrial gap analysis and EcoNet planning.

Mongolia: establish working group to complete biodiversity gap analysis; additional training for this working group; develop the action plan; complete and submit UNDP proposal by September; raise public awareness of need for gap assessment.

Support Needs: International expert support; develop detailed action plan to complete assessment; fundraising through grants; Mongolia mostly needs technical support.

Russia: consultancy of TNC and other partner organizations regarding finalizing the methodology and introducing it into practice as an obligatory approach.

Mongolia: training workshop for ministry officials and other specialists on importance of biodiversity gap analysis; development of fundraising proposals technical / international expert support for working group.

Recommendation to CBD: Need PoWPA Focal point / contact person; technical support for gap analysis. There is so much information available, but in post-soviet countries about 90% of staff do not speak English; therefore international information on PA management assessment, gap analysis etc. does not reach these countries. Another example of the lack of information is the clearing house mechanism which is in some countries (e.g. Turkmenistan) was not even known by the CBD focal point. One proposal to better the situation would be to set up a webpage with information in Russian.

Management Effectiveness:

Status: Russia: score = 1; RAPPAM done for national system of PAs, but recommendations not yet implemented.

Mongolia: score = 3; completed management effectiveness assessment by WWF's RAPPAM methodology in 2005; planning PA Capacity Assessment for whole county level, and applying for GEF's Early Action Grant for funding.

Challenges: Lack of follow up on the results of assessments like RAPPAM; China needs to develop action plans on a larger scale.

Russia: RAPPAM not officially approved by authorities, due to lack of terms and concepts.

Mongolia: lack of follow up on the RAPPAM recommendations.

Next Steps: Mongolia: apply for GEF's Early Action Grant for funding; establish Working Group / Council for coordination of follow up of the RAPPAM recommendations; communicate RAPPAM results and recommendations; develop Capacity Development Action Plan for PA staff.

Support Needs: Develop detailed action plans.

Mongolia: technical support in Proposal writing (from WWF and TNC).

Recommendation to CBD: Technical support in the Assessment and Developing Capacity Planning

Sustainable Financing:

Status: Russia: score = 2 (national) and 0 (local); all national PAs have reliable support from state budget; regional PAs depend on regional economic status.

Mongolia: score = 1; planning to conduct by Early Action Grant.

Challenges: Russia, national level: ecology in general and PAs in particular not high priority for government; local: lack of understanding that PAs are a necessary tool for sustainable development.

Mongolia: lack of funding for Financial Gap Analyses and Development of Sustainable Finance Strategy; weak capacity on identifying internationally recognized options for financing the PAs.

Next Steps: Mongolia: apply for the Early Action Grant; organize trainings for capacity development in financial mechanisms.

Support Needs: international expert support (especially in proposal writing, technical support to finance planning, fundraising).
Mongolia: technical support from WWF and TNC for the proposal development; international experts support for organizing trainings.
Recommendation to CBD: International Experts support for organizing trainings on fundraising.

Day 4

Recommendations to the CBD Working Group on Protected Areas

The regional workshop for Central Asia and the Caucasus requests the meeting of the 2ⁿᵈ open ended working group on protected areas (WGPA 2) to consider making the following recommendations to the 9ᵗʰ Conference of the Parties (COP-9).

Funding Implementation
1. Considering the urgency of raising additional funding for the implementation of the CBD PoWPA, the WGPA 2 urges the COP to:
    ii) Call on the GEF to develop a second round of early action grants which have successfully advanced PoWPA implementation in many countries;
    iii) Call on governments and international organizations such as UNDP and the World Bank to support future grants for PoWPA implementation;
    iv) Urge donors to use the PoWPA as a framework to develop coordination and synergies in their work;
    v) Urge donors to support national and regional donor roundtables;
    vi) Urge the Executive Secretary to engage with the private sector to develop innovative mechanisms to support implementation.

National Implementation
2. Considering the need to advance implementation of the PoWPA if the commitments Parties made at COP-7 are to be met, the WGPA 2 urges COP to request Parties to accelerate the implementation of the PoWPA through:
    i) The establishment of a <u>multi-stakeholder coordination committee</u>, including NGOs, government agencies and departments, scientists, donors, etc., to support the implementation of the PoWPA based on existing experience and carry out the following tasks inter alia:
        • coordination of activities among all relevant protected area actors
        • preparation for COP meetings
        • coordination between relevant ministries and departments of government
        • development of national targets and action plans for implementing the PoWPA
        • dissemination of information on the POWPA to relevant organizations including PA agencies and managers
        • coordination of PoWPA implementation with the national implementation of other biodiversity-related conventions for synergistic implementation
        • monitoring of national PoWPA implementation and reporting to the CBD
        • promotion of the establishment of similar multi-stakeholder committees at the regional and local level;
    ii) The building of <u>public awareness</u> and support at the national level through the:
        • development of specific communications materials on the PoWPA aimed at specific audiences, such as children, businesses etc.
        • development of innovative approaches to building the awareness of the general public on protected areas and their values, such as concerts, festivals, films, computer games, and internet applications;
    iii) The designation of a focal point for the PoWPA to coordinate implementation;
    iv) The identification and removal of legislative barriers to diversifying sources of income for PAs, including innovative financial mechanisms.

Regional Implementation

v) The establishment, or strengthening of existing <u>regional or sub-regional platforms</u>, such as the Caucasus Biodiversity Council and the Central Asian Council for Sustainable Development, to support implementation of the PoWPA at the regional level to carry out the following tasks inter alia:

- cooperation in the establishment of transboundary ecological networks at the ecoregion level, for example, by the exchange experience on the development of EcoNet in Central Asia and Russia
- exchange of lessons on implementation of the programme of work
- coordination on the implementation of capacity building plans
- establishment of regional networks of protected area specialists for various thematic areas of the PoWPA
- convening regional donor roundtables in collaboration with various donors and multi-lateral agencies.

Translation of Tools and Guidance
3. Considering the need to support PoWPA implementation in the region by making relevant tools available in the Russian language, the WGPA 2 recommends that COP request the Executive Secretary in collaboration with relevant organizations and partners to:
   - Compile and make available information on tools and guidelines that exist in the Russian language;
   - Identify and translate into Russian key tools for implementation of the PoWPA;
   - Provide guidance on existing methodologies, and develop simplified versions of these methodologies to facilitate their application at the national level;
   - Disseminate relevant regional case studies and lessons learned on PoWPA implementation through the CHM, and where possible in the Russian language.

Building Capacity for Sustainable Financing
4. Considering the need to develop sustainable financing for protected areas, the WGPA 2 urges COP to request governments, donors and international organizations to support the implementation of the PoWPA, and to specifically support capacity building for governments, NGOs and protected area professionals for increasing financial support for protected areas by:
   - Building capacity and sharing lessons learned for the engagement of the private sector in supporting PoWPA implementation, through corporate social responsibility, operations, and innovative financial mechanisms etc.;
   - Developing guidance on the use of methodologies for the economic valuation of the benefits of protected areas to local and national economies in order to promote the business case for the establishment and funding of protected areas;
   - Establishing innovative funding mechanisms, such as special funds for PAs including the compensation to private land owners;
   - Developing guidance and tools supported by capacity development for better financial planning for PAs and PA networks.

Documentation

Participants were provided with a CD containing a wealth of documents on the nine elements of PA System Master Plans, together with copies of all the workshop presentations and workshop documents.

Workshop Outcomes

✓ Twenty-nine participants responsible for protected areas in 13 countries in Eastern Europe, Central Asia, the Caucasus and other countries of the former Soviet Union (Armenia, Azerbaijan, Belarus, China, Georgia, Kyrgyzstan, Moldova, Mongolia, Russian Federation, Tajikistan, Turkey, Turkmenistan, Uzbekistan) gained practical knowledge in implementing the CBD Programme of Work on Protected Areas, with particular emphasis on ecological gap assessment, management effectiveness and sustainable financing.

✓ These 13 countries agreed to provide a review to the CBD Secretariat on the implementation of the Programme of Work on Protected Areas in their countries.

✓ The 13 countries elaborated workplans to achieve key targets of the CBD PoWPA, including gap assessment, threat assessment, management effectiveness assessment, capacity assessment, equity and benefits assessment, governance, policy environment, sustainable finance, and monitoring of PA systems. For each of these elements, they rated the actual status of implementation, its priority for the country, next steps, what is needed to take the next steps, and obstacles.

✓ Participants developed detailed recommendations for the CBD Open-ended Working Group on Protected Areas.

Thus the workshop did generally achieve the objectives and outputs set out.

As shown in the results of the workshop evaluation (Annex 5), the participants found the workshop to be extremely useful.

Annex 1. Agenda

WORKSHOP OVERVIEW			
Monday	**Tuesday**	**Wednesday**	**Thursday**
8:30-9:30 Introduction to the CBD PoWPA Protected Areas for a Living Planet programme UNDP/GEF Early Action Grants	8:30-9:30 How the outputs from this workshop contribute to the 2010 Target Managing PA Networks Presentation, exercise, discussion	8:30-9:30 Summary of Day 2 Master planning linkages and coalition building	8:30-9:30 Summary of Day 3 Synthesis and discussion of results and recommendations Endorsement of Recommendations to CBD
9:40-10:40 Master Planning Presentation, exercise, discussion	9:40-10:40 Case studies on Managing PA Networks: Georgia, Mongolia	9:40-10:40 Transboundary issues Case studies: Caucasus, Altai-Sayan	Recommendations (cont.)
10:40-10:50 break	10:40-10:50 break	10:40-10:50 break	10:40-10:50 break
10:50-12:30 Gap Assessment Presentation, exercise, discussion	11:00-12:30 Sustainable Finance Presentation, exercise, discussion	10:50-12:30 GEF Funding CBD Reporting Requirements Presentation, group work	10:50-11:50 Workshop evaluation Closure
12:30-2:00 - Lunch	12:30-2:00 - Lunch	12:30-2:00 - Lunch	12:00-1:00 - Lunch
2:00-3:00 2 Case studies – gap assessment: Ecological Networks in Russia and Central Asia Instructions to Break-out groups Group work	2:00-3:00 Finance case study, Caucasus Instructions to Break-out groups Group work	2:00-3:00 Reports back on Status, Capacity needs, and Action Plan	Depart
3:00-5:00 Country break-out groups: Development of plans for national gap analyses and follow-up (4 groups of 3-5 countries)	3:00-5:00 Group work	3:00-5:00 Recommendations for gap assessment, management effectiveness and financing	
6:00-7:00 - Dinner	6:00-7:00 - Dinner	6:00-7:00 - Dinner	
7:00-8:30 Guided walk around the island (Judith Jabs and Cordula Epple)		9:00- Party!	

FINAL AGENDA

Sunday evening
19:30-20:30
Welcome (Gisela Stolpe, Sarat Babu Gidda, Alexander Belokurov, Steve Watkins)
Participant introductions (Meg Gawler)
Objectives and Outputs of Workshop, and Workshop Structure (Meg Gawler)
Ground Rules (Meg Gawler)
Introduction to Vilm (Gisela Stolpe)

DAY 1

8:35 Welcome and Introduction (Gisela Stolpe, Alexander Belokurov, Meg Gawler)
8:50 Introduction to the CBD PoWPA (Sarat Babu Gidda)
9:10 Protected Areas for a Living Planet Programme (Rolf Hogan)
9:18 Break
9:28 Altai-Sayan Ecoregion Project (Chaizu Kyrgyz)
9:39 Protected Areas Programme – Caucasus Ecoregion (Maka Bitsadze)
9:53 UNDP/GEF Early Action Grants (Maxim Vergeichic) - Supporting Country Action of the CBD PoWPA
10:11 Discussion (Alexander Belokurov)
10:25 Break
10:43 Master Planning Exercise (Jamison Ervin)
11:30 Ecological Gap Assessment: An Overview (José Courrau)
12:13 Exercise on Gap Assessment (Jamison Ervin)
12:30 Lunch
14:00 Discussion of Gap Assessment Exercise (Jamison Ervin)
14:08 Ecological Networks in Russia and Central Asia (Irina Onufrenya)
14:27 Gap Analysis of the Federal System of PAs in Russia (Irina Onufrenya)
14:30 Instructions to break-out groups (Jamison Ervin, Alexander Belokurov, Meg Gawler)
15:00 Break
15:15 National groups work on matrix
15:45 Group work to identify common themes, trends
17:00 End of Day 1
18:00 Dinner
19:00 Tour of Vilm Island (Judith Jabs, Cordula Epple)

DAY 2

8:40 Recap of Day 1 (Meg Gawler)
8:45 From Here to There – How the Outputs from this workshop contribute to the 2010 Target (Meg Gawler)
8:55 Protected Area Management Effectiveness: Review of Tools and Critical Steps (Alexander Belokurov and Jamison Ervin)
9:30 Case Study from Mongolia in RAPPAM Assessments (Nyamsuren Batnasan)
9:42 Break
9:54 Assessment of PA Management Effectiveness in Turkey (Sedat Kalem)
10:13 Implementation of RAPPAM Methodology in Georgia (Maka Bitsadze)
10:30 Exercise on Management Effectiveness (Jamison Ervin)
10:56 Break
11:12 Sustainable Finance (Marlon Flores)
12:02 Exercise on Sustainable Finance Mechanisms (Jamison Ervin and Alexander Belokurov)
12:30 Lunch
14:02 Announcements
14:05 Discussion of the Matrix on Sustainable Financing (Jamison Ervin)
14:13 Case study: the Caucasus PA Trust Fund (Maka Bitsadze)
14:30 Case studies on sustainable financing plans: Costa Rica, Brazil, Ecuador (Marlon Flores)
14:40 Discussion on sustainable financing (Alexander Belokurov)
15:25 Discussion of Emerging Issues: Communicating Non-biodiversity Values of PAs (Alexander Belokurov)
15:57 Instructions to Break-out Groups (Alexander Belokurov, Meg Gawler, Jamison Ervin)
16:05 Break-out Groups

17:00 End Day 2

DAY 3

8:35 Announcements and group photo
8:55 Master planning linkages and coalition building (Jamison Ervin)
9:09 Lessons on Implementation of the TNC Global Programme on PAs (Steven Watkins)
9:48 Break
10:02 Transboundary Conservation: A New Vision for PAs (José Courrau)
10:19 How to create a transboundary park: Example from Finland and Russia: Oulanka-Panaajärvi (Alexander Belokurov)
10:35 Transboundary Cooperation in the Caucasus (Maka Bitsadze)
10:44 Transboundary cooperation in the Alta-Sayan Ecoregion (Chaizu Kyrgyz)
11:20 Break
11:30 CBD Reporting Requirements (Sarat Babu Gidda)
12:30 Lunch
14:00 Group work to finalize presentations and recommendations
15:15 Reports back to plenary:
      15:17 Caucasus: Armenia, Azerbaijan, Georgia, Turkey (Sedat Kalem)
      15:30 Belarus, Moldova, Russia (Irina Onufrenya)
      15:48 Central Asia (Timur Berkeliev)
      16:06 Altai-Sayan (Chaizu Kyrgyz)
16:18 Break
16:45 Synthesis of Recommendations (Jamison Ervin and Alexander Belokurov)
17:25 Announcements
17:42 THEMATEA: Issue-based Modules for the Coherent Implementation of Biodiversity-related Conventions: A Module on Protected Areas (Jutta Stadler)
17:55 Workshop Evaluation and End Day 3

DAY 4

9:10 Opening (Meg Gawler)
9:13 Discussion of Recommendations from the Workshop (Rolf Hogan)
9:38 Break
10:04 Conclusion on Recommendations (Rolf Hogan)
10:10 Workshop Closure (Alexander Belokurov, Sarat Babu Gidda, Rolf Hogan, participants)
10:45 End of Workshop

Annex 2. Participants

N.	Name	Institution	Address	Country	Phone/Fax/e-mail
1.	Annachariyeva, Jahan	National Institute of Deserts, Flora and Fauna of the Ministry of Nature Protection of Turkmenistan	15, Bitarap Turkmenistan str. 74400 Ashgabad	Turkmenistan	Tel.: +993 12/390102 Fax: +993 12/390102 e-mail: jakhanhally@mail.ru
2.	Askerov, Elshad Kochari	WWF Azerbaijan Branch Office	101/103 Magomayev str. 1004 Baku	Azerbaijan	Tel.: +99 412/497-4972 Fax: +99 412/497-4972 e-mail: easkerov@wwfcaucasus.az
3.	Dr. Batnasan, Nyamsuren	WWF Mongolia Programme Office	Amar-4, SBD, khoroo-8, P.O.Box-115 210620A Ulaanbaatar	Mongolia	Tel.1: +976 11/311659 Tel.2: +976 11/8812-4499 Fax: +976 11/310237 e-mail: batnasan@wwf.mn
4.	Belokurov, Alexander Speaker	WWF International	Avenue du Mont-Blanc 1196 Gland	Switzerland	Tel.: +41 22/3649092 Fax: +41 22/3640640 e-mail: abelokurov@wwfint.org
5.	Berkeliev, Timur	WWF, project in Turkmenistan	59 Azadi Street Ashgabat	Turkmenistan	Tel.: +99 312/398684 Fax: +99 312/390102 e-mail: berkeliev@gmail.com
6.	Bitsadze, Maka Speaker	WWF Caucasus Programme Office	11, Aleksidze Street 0193 Tbilisi	Georgia	Tel.1: 995 32- 33 01 -54 Tel.2: 995/323301-55 Fax: 995 32- 33 01- 90 e-mail1: mbitsadze@wwfcaucasus.ge e-mail2: makabitsadze@yahoo.com
7.	Chikin, Yuriy	Institute of Zoology Uzbek Akademy of Sciences	1 Niyazov Strit 100095 Tashkent	Uzbekistan	e-mail: chikinwwf@gmail.com
8.	Chinbat, Darisaren	Ministry of Nature and Environment Chief of Khar-Us Lake Special Protected Area Administration	Government Khovd city, Post box 151 21061 Ulaanbaatar	Mongolia	Tel.1: +976 51/263341 Tel.2: +976 /0143222539 Tel.3: +976-99439815 Fax: +976 11/321401 e-mail1: mne@mongol.net e-mail2: kharus2000@chinggis.com
9.	Courrau, José Speaker	The Nature Conservancy	P.O.Box 1157 Heredia 3000	Costa Rica	Tel.: +506 842/8977 e-mail: jcourrau@tnc.org
10.	Donahoe, Brian	Siberian Studies Center Max Planck Inst for Social Anthrology	P.O. Box 110351 06017 Halle / Saale	Germany	Tel.: 0345/2927-220 Fax: 0345/2927-502 e-mail: donahoe@eth.mpg.de
11.	Ervin, Jamison Speaker	The Nature Conservancy	1061 Mountainview DUXBURY VT 05676	United States of America	Tel.: +180 2244/5875 Fax: +180 22144/6257 e-mail: jervin@tnc.org
12.	Flores, Marlon Speaker	TNC	4245 North Fairfax Drive 22203 Arlington, Virginia	United States of America	Tel.: +703 841/2072 Fax: +703 276/3241 e-mail: mflores@tnc.org
13.	Galstyan, Siranush	WWF Armenia	7 Ler Kamsar Str. 0019 Yerevan	Armenia	Tel.1: +374 (10)/2604-24 Tel.2: +374 10/6375-44 Fax: +374 (10)/5854-69 e-mail: sir_galstian@yahoo.com
14.	Gawler, Meg Facilitator	ARTEMIS Services - for Nature Conservation and Human Development	590 Route d'Ornex 01280 PRÉVESSIN-MOENS	France	Tel. : +33 45040/7870 Fax: +33 45040/7379 e-mail: meg@artemis-services.com
15.	Gidda, Sarat Babbu Chair	Secretariat of the Convention on Biological Diversity	413 Saint-Jacques, Suite 800 MONTREAL QC H2Y 1N9	Canada	

N.	Name	Institution	Address	Country	Phone/Fax/e-mail
16.	Hogan, Rolf CBD Manager	WWF international	Avenue de Mont Blanc 1196 Gland	Switzerland	Tel.: 0041-22-3640661 Fax: 0041-22-3640661 e-mail: rolfhogan@yahoo.com
17.	Huifang, Peng	State Environmental Protection Administration of China Program Officer	No 115 Xizhimen 100035 Nanxiaojie Beijing	China	Tel.: +86 10 6655/6308 Fax: +86 10 6655/6306 e-mail: peng.huifang@sepa.gov.cn
18.	Jabs, Judith Organization	Federal Agency for Nature Conservation International Academy for Nature Conservation Isle of Vilm	Insel Vilm 18581 Putbus	Germany	Tel.: +49 (0)38301/86-115 Fax: +49 (0)38301/86-117 e-mail: judith.jabs@bfn-vilm.de
19.	Josan, Liliana	BIOTICA Ecological Society	Dimo str. 17/4, of.22 2068 Chisinau	Moldova	Tel.1: +373 22/49-8837 Tel.2: +373 22/434726 Fax: +373 22/49-5625 e-mail1: liliana.jura@biotica-moldova.org e-mail2: liliana_jura@mail.ru
20.	Kalem, Sedat	WWF Turkey	B. Postane Cad. No:43-45 Kat:5 34420 Bahcekapi-Istanbul	Turkey	Tel.: +90 212/528-2030 Fax: +90 212/528-2040 e-mail: skalem@wwf.org.tr
21.	Knizhnikova, Elena	Centre"Zapovedniks"	32, Nakhimovskiy pr-t 117218 Moscow	Russian Federation	Tel.1: +7 495/129-06-88 Tel.2: +7 916/440-2885 Fax: +7 495/129 06-88 e-mail: lena_zap@mail.ru
22.	Kube, Alice	Independent Workshop notes		Germany	e-mail: alice.kube@web.de
23.	Kyrgyz, Chaizu Speaker	WWF Russia Altai-Sayan Programme Coordinator	33, Parizskai kommuny, room 69 660049 Krasnoyarsk	Russian Federation	Tel.1: +7 3912/278199 Tel.2: +7 9069979024/ Tel.3: 007-9165905580 Fax: +7 3912/278194 e-mail1: ckyrgus@wwf.ru e-mail2: chaizu@rambler.ru
24.	Mullova, Ludmila Translator		Melsunger Strasse 17 a 60389 Frankfurt	Germany	Tel.: 069/597907-11 Fax: 069/597907-12 e-mail: mullova@t-online.de
25.	Nalbandyan, Martiros	Protected Areas Management Division of the Bioresources Management Agency of RoA	1/3 P. Byuzand St. Yerevan	Armenia	Tel.1: +374 10/585349 Tel.2: +374 10/580699 Fax: +374 10/585469 e-mail1: interelpt@rambler.ru e-mail2: m.nalbandyan@mail.ru
26.	Ochilov, Ziyot	"Khisar" Zapovednik Director	Lpak yoli 40	Usbekistan	Tel.: +998 522/-7670 Fax: +998 522/76-70 e-mail: envconf@uzsci.net
27.	Ochurdyapov, Sergey	Nature Park"UKOK" Foundation for Sustainable Development of Altai	Cooperativnaya St. 63 649780 Kosh-Agaeh Altai Republic	Russian Federation	Tel.1: +8 913/9997940 Tel.2: +8 38842/22330 Fax: +8 38822/22696 e-mail: ochurdiapov@mail.ru
28.	Ogulsoltan, Ashirova	National Institute of Deserts, Flora and Fauna of the Ministry of Nature Protection of Turkmenistan Senior Specialist of Labratory of Protected Areas	Azadi, 59 744000 Ashgabad	Turkmenistan	Tel.1: +993 12/390492 Tel.2: +993 /275935 Fax: +993 12/390102 e-mail: ogulsoltan@mail.ru
29.	Onufrenya, Irina	WWF- Russia	Nikoloymskaya st. 19/3 Moscow	Russian Federation	Tel.: +7 495/7270939 Fax: +7 495/7270938 e-mail: ionufrenya@wwf.ru

N.	Name	Institution	Address	Country	Phone/Fax/e-mail
30.	Rotaru, Ala	Ministry of Ecology and Natural Resources	9, Cosmonautilor str 2005 Chisinau	Moldova	Tel.1: +373 22/204535 Tel.2: +373 796/231-92 Fax: +373 22/221873 e-mail1: rotaru@mediu.gov.md e-mail2: rotala@mail.ru
31.	Safarov, Neimatullo	National Biodiversity & Biosafety Center	Shevchenco 47 734025 Dushanbe	Tajikistan	Tel.: +992 37221/89-78 Fax: +992 37221/89-78 e-mail: NSafarov@biodiv.tojirciston.com
32.	Sergelen, B	Ministry of Nature and Environment Deputy Director of Department of Special Protected Area Administration	Government Building-3, Baga-Toiruu-44 210610A Ulaanbaatar-11	Mongolia	Tel.1: +976 51/267283 Tel.2: +976 9909/5964 Fax: +976 11/321401 e-mail: b_sergelen@yahoo.com
33.	Shermatov, Khisravshokh	Research Laboratory for Nature Protection	Aini 44 73402 Dushanbe	Tajikistan	Tel.1: +992 372/27-44-90 Fax: +992 372/21 89-78 e-mail1: biooliv@biodiv.tojikiton.com e-mail2: khisrav@list.ru
34.	Sobirov, Ulmas	Chief of the Department of the State Biological Control Inspektion under the State Committee for Nature Projection of the Republic of Uzbekistan	Choshtepa st-21 a Tashkent 700/49	Uzbekistan	Tel.1: +998 71/215-7935 Tel.2: +998 71/215-7936 Fax: +998 71/215-7935 e-mail: envconf@uzsci.net
35.	Stolpe, Gisela Organization	Federal Agency for Nature Conservation International Academy for Nature Conservation	Insel Vilm18581 Putbus	Germany	Tel.: +49 38301/86113 Fax: +49 38301/86117 e-mail: gisela.stolpe@bfn-vilm.de
36.	Solovjov, Yuri	NGO-Belarusian Public Association "Ecological Initiative"	26-1 Griboedov St. 220035 Minsk	Belarus	Tel.1: +375 17/289-3888 Tel.2: +375 17/226-7644 Tel.3: +375-17-203-2283 Fax: +375 17/289-3888 e-mail: ecoin@tut.by
37.	Trafimovich, Tatsiana	Ministry of Natural Resources and Environmental Protection of the Rep. of Belaru	10, Kollektornaya St. 220048 Minsk	Belarus	Tel.: +375 17/2007242 Fax: +375 17/2007242 e-mail: tmatsur@tut.by
38.	Tumasyan, Nelli	Plant Resources Management Division of the Bioresources Management Agency of RoA	1/3 P. Byuzand St. Yerevan	Armenia	Tel.: +374 10/585349 Fax: +374 10/585469 e-mail: interelpt@rambler.ru
39.	Turan, Ümit	Environmental Protection Agency for Special Areas (EPASA)	Alparslan Türkes Cad. 10 no.lu Hizmet B. Bestepe/Ankara	Turkey	Tel.1: +90 312/2221234-315 Tel.2: +90 312/362-0538 Tel.3: +90-505-2424032 Fax: +90 312/2222661 e-mail1: umttrn@gmail.com e-mail2: umttrn@hotmail.com
40.	Turdumatova, Nazgul	Department Protected Areas and Biodiversity Conservation The State Agency on Environmental Protection and Forestry under the Government of the Kyrgyz Republic	228, Toktogul str. 720001 Bishkek	Kyrgyzstan	Tel.1: +996 312/61-0016 Tel.2: +996-312-564195 Fax: +996 312/61-1396 e-mail1: min-eco@elcat.kg e-mail2: nazgultk@mail.ru
41.	Vergeichik, Maxim Speaker	United Nations Development Program	35 Grosslingova str. 81109 Bratislava	Slovak Republic	Tel.: +421 259/337-152 e-mail: maxim.vergeichik@undp.org
42.	Watkins, Steve Speaker	The Nature Conservancy	4245 North Fairfax Drive, VA 22203 Arlington	United States of America	Tel.: +1 703/841-3930 e-mail: swatkins@tnc.org
43.	Yryspek, Samidinulu	Emergency Situations, Foresty and	207, Abdymomunova	Kyrgyzstan	Tel.: +996 312/272916

N.	Name	Institution	Address	Country	Phone/Fax/e-mail
		Environment Committee, Parlament of the Kyrgyz Republic	str. 72005 Bishkek		Fax: +996 312/611396 e-mail: min-eco@elcat.kg

Annex 3. Questionnaire

Evaluation Matrix for the Review of Implementation of the Programme of Work on Protected Areas

N.B.: Key evaluation questions for review of implementation of the programme of work on protected areas are indicated in **bold**. All Parties are encouraged to answer these questions. The other questions provide underlying guidance to assess evaluation, and Parties are encourages to answer them to the extent that they are applicable to their national circumstances.

Country		
Date		
Contact person and email		
Goal and Target	**Key evaluation questions and national considerations**	
Goal: To establish and strengthen national and regional systems of protected areas integrated into a global network as a contribution to globally agreed goals. Target: Establish a global network of comprehensive, representative and effectively managed national and regional protected area systems.	• **Is the existing national protected area system comprehensive, ecologically representative and effectively managed (provide number of existing protected areas, total area covered, and type and percentage of biomes covered)?**	
	○ What are the definitions of "comprehensive", "ecologically representative" and "effectively managed" in your country?	
	○ What is the progress made in quantitative and qualitative terms against the national targets relating to "comprehensiveness", "ecological representation", and "effective management"?	
	○ What biomes are adequately represented?	
	○ What biomes are underrepresented or not represented?	

	o What IUCN categories of protected areas are included?	
	• **Do new protected areas established since COP-7 cover underrepresented ecosystems and biomes (number of new protected areas since COP-7, area covered by them, type and percentage of biomes covered by them)?**	
	• **Are there plans for the establishment of additional protected areas by the year 2010 (terrestrial) and 2012 (marine)?**	
	o Have plans or actions for protected area system (incorporating elements for filling ecological gaps, securing financial resources, capacity-building, addressing policy, legislative and institutional barriers) been developed?	
Goal: To integrate protected areas into broader land- and seascapes and sectors so as to maintain ecological structure and function. Target: All protected areas and protected area systems are integrated into the wider land- and seascape, and relevant sectors, by applying the ecosystem approach and taking into account ecological connectivity and the concept, where appropriate, of ecological networks	• **What measures haven been taken for developing enabling environment (legislation, policies, tools) for integrating protected areas into broader land and seascapes and sectoral interests (i.e. agriculture, infrastructure, energy)?**	
	o Are the needs of protected areas taken into account in the wider land and seascape to address the need for connectivity, including ecological networks?	
	o Has the concept of the "ecosystem approach" been applied while developing protected area system?	

Goal: To establish and strengthen regional networks, transboundary protected areas (TBPAs) and collaboration between neighbouring protected areas across national boundaries. Target: Establish and strengthen by transboundary protected areas, other forms of collaboration between neighbouring protected areas across national boundaries and regional networks, to enhance the conservation and sustainable use of biological diversity, implementing the ecosystem approach, and improving international cooperation.	• **What collaboration across national boundaries has been implemented in relation to protected areas?**	
	o Has any consultation process been established to identify potential transboundary, including marine, protected areas?	
	o How many protected areas feature in regional networks and how many of these are transboundary?	
	o Has the potential for regional cooperation under relevant conventions been utilized for the establishment of migratory corridors?	
Goal: To substantially improve site-based protected area planning and management. Target: All protected areas have effective management using participatory and science-based site planning	• **What percentage of protected areas (area and number) have up-to-date science-based management plans that:** a) **Are under development?**	
	b) **Are under effective implementation?**	

processes that incorporate clear biodiversity objectives, targets, management strategies and monitoring programmes, drawing upon existing methodologies and a long-term management plan with active stakeholder involvement.	o Have consultation been undertaken involving protected area functionaries, local stakeholders and researchers to identify science-based biodiversity conservation targets?	
Goal: To prevent and mitigate the negative impacts of key threats to protected areas. Target: Effective mechanisms for identifying and preventing, and/or mitigating the negative impacts of key threats to protected areas are in place.	• **What measures have been put in place to identify, prevent and/or mitigate the negative impacts of threats?**	
	o What measures have been taken to restore and rehabilitate the ecological integrity of protected areas?	
Goal: To promote equity and benefit sharing. Target: Establish mechanisms for the equitable sharing of both costs and benefits arising from the establishment and management of protected areas.	• **What legislative or policy frameworks are in place to establish frameworks for the equitable sharing of costs and benefits arising from the establishment and management of protected areas?**	
	o Have assessments been made of the economic and socio-cultural costs and benefits of protected areas, particularly for indigenous and local communities?	
	o What measures have been taken to avoid and mitigate negative impacts on indigenous and local communities?	

	o What mechanisms have been put in place to identify and recognize community conserved areas and how many such areas have been integrated into the national protected areas system?	
Goal: To enhance and secure involvement of indigenous and local communities, and relevant stakeholders. Target: Full and effective participation of indigenous and local communities, in full respect of their rights and recognition of their responsibilities, consistent with national law and applicable international obligations, and the participation of relevant stakeholders, in the management of existing, and the establishment and management of new, protected areas	• **What mechanisms have been implemented to ensure full and effective participation of indigenous and local communities, in full respect of their rights and recognition of their responsibilities, consistent with national law and applicable international obligations, in the management of existing, and the establishment and management of new, protected areas?**	
	o What measures have been taken to support areas conserved by indigenous and local communities?	
	• **What mechanisms have been put in place to ensure the participation of relevant stakeholders, in the management of existing, and the establishment and management of new, protected areas?**	
Goal: To provide an enabling policy, institutional and socio-economic environment for protected areas.	• **Are the appropriate policy, institutional and socio-economic frameworks in place to value goods and services and enable more effective establishment and management of protected areas?**	

Target: By 2008 review and revise policies as appropriate, including use of social and economic valuation and incentives, to provide a supportive enabling environment for more effective establishment and management of protected areas and protected area systems.	• **What kind of social and economic valuation methods and incentives for more effective establishment and management of protected areas are developed and incorporated into national policies, institutional and socio-economic structures?**	
	o What are the main impediments to effective establishment and management of protected areas? Have measures been taken to overcome these?	
Goal: To build capacity for the planning, establishment and management of protected areas. Target: comprehensive capacity- building programmes and initiatives are implemented to develop knowledge and skills at individual, community and institutional levels, and raise professional standards.	• **Has a comprehensive capacity-needs assessment for protected areas management been carried out?** o	
	• **What capacity-building programmes have been undertaken or are being undertaken. How successful have the completed programmes been?**	
	o Does your country consider a multidisciplinary approach to protected areas management?	
Goal: To develop, apply and transfer appropriate technologies for protected areas. Target: development, validation, and transfer of	• **What new innovative approaches and technologies have been identified, developed and implemented for protected areas establishment and management on the national and regional level?**	

appropriate technologies and innovative approaches for the effective management of protected areas is substantially improved, taking into account decisions of the Conference of the Parties on technology transfer and cooperation.	o Has there been collaboration within the country and/or with other countries to share information and technologies?	
Goal: To ensure financial sustainability of protected areas, and national and regional systems of protected areas. Target: Sufficient financial, technical and other resources to meet the costs to effectively implement and manage national and regional systems of protected areas are secured, including both from national and international sources, particularly to support the needs of developing countries and countries with economies in transition and small island developing States.	• **Have financial needs been identified? What are the results of this needs assessment (quantitative and qualitative)?**	
	• **What strategies are in place to meet these needs, and in particular to secure long-term funding for the national protected areas system?**	
	o What financial support has been given to developing countries and countries with economies in transition and small island developing States?	
	o What proportion of the budget is dedicated to supporting the national protected areas system (What proportion of the total funding for the national protected areas comes from private and public funding sources, and how much from the state budget?)	
	o Have studies been made on the efficient use of the resources in contribution to financial sustainability of protected areas?	
Goal: To strengthen communication, education and public awareness.	• **Is there a review mechanism for public education programmes to measure if they have been effective in communicating the basic biodiversity values of protected areas?**	

Target: Public awareness, understanding and appreciation of the importance and benefits of protected areas is significantly increased.	o What education measures and programmes have been developed and implemented regarding protected areas, including for raising public awareness?	
Goal: To develop and adopt minimum standards and best practices for national and regional protected area systems. Target: Standards, criteria, and best practices for planning, selecting, establishing, managing and governance of national and regional systems of protected areas are developed and adopted.	• **Have standards, criteria and best practices for a) site selection, b) management, c) governance, and d) long-term monitoring of outcomes been applied and documented? (Please provide a reference).**	
Goal: To evaluate and improve the effectiveness of protected area management. Target: 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.	• **Has your country evaluated management effectiveness of protected areas in a systematic way? If yes,**	
	(a) What percentage of national protected area system surface area has been evaluated?	
	(b) What are the conclusions for the national protected areas system, and to what extent were results incorporated into management plans and strategies?	

Annex 4. Reporting Template

COUNTRY NAME:

0= no progress; 1 = started; 2 = some good progress; 3 = excellent progress or completed

Element of Master Plan	Status (0-3)	Status *What is the status of activities to achieve this goal e.g. working group established, draft plan available etc.?*	Obstacles or Challenges *What are the key problems to achieving this goal e.g. lack of resources, interest, capacity, etc.?*	Next Steps *What are the 2 to 4 actions to follow up to this workshop e.g. forma a working group, develop action plan, raise funds, build capacity?*	What Support is Needed to Take These Steps *How can the next steps be supported e.g. training workshops, technical support form outside organizations, development of fundraising proposals etc.?*
Ecological Gap Assessment					
RECOMMEND-ATIONS TO CBD					
Management Effectiveness					
RECOMMEND-ATIONS TO CBD					
Sustainable Finance Planning					
RECOMMEND-ATIONS TO CBD					

COMMUNICATION:
Who are the people in your country who will be most influential in advancing the Programme of Work on Protected Areas and how will you communicate the results workshop and next steps defined in this template?

Annex 5. Workshop Evaluation

Eastern Europe / Central Asian / Caucasus Sub-regional Workshop on the Implementation of the
CBD Programme of Work on Protected Areas

19-23 August 2007 Isle of Vilm, Germany

Workshop Evaluation – Results (based on 16 evaluations)

This workshop is part of a series held in various parts of the world. The CBD hopes to continue convening additional workshops in the future, and your open feedback will help improve the format and content of such workshops. Please take a moment to fill in this evaluation.

Please rate how useful the overall workshop and the different sessions were to you in improving your understanding of the different aspects of, and/or improving your ability to implement, the Programme of Work on Protected Areas. Please score your answers from 1 to 5, using the following criteria:

Usefulness: Полезность семинара:
5 = (крайне полезный) **extremely useful;**
4 = очень полезный / **very useful;**
3 = в некоторой степени / **somewhat useful;**
2 = Не очень / **not very useful;**
1 = никакой пользы / **not at all useful.**

Overall/в целом	Usefulness	Comments/комментарии
The workshop as a whole Семинар в целом	5	

Overview sessions/обзорные сессии	Usefulness	Comments
Introduction to the CBD Programme of Work on Protected Areas (Sarat Babu Gidda)/введение в программу работы по ООПТ конвенции (Бабу)	4	
Protected Areas for a Living Planet Programme (Rolf Hogan, Maka Bitsadze, Chaizu Kyrgyz)/программа ООПТ для живой планеты (Ролф, Мака, Чайзу)	5	
UNDP/GEF Early Action Grants (Maxim Vergeichic)/Гранты ПРООН/ГЭФ «Early Action (Максим)	4	
Overview of Master Planning - presentation, exercise and discussion (Jamie Ervin)/Обзор комплексного планирования – презентация, упр-е, дискуссия (Джейми)	5	

Ecological Gap Analysis/Анализ экол. пробелов	Usefulness	Comments
Overview of Ecological Gap Assessment – presentation, discussion and exercise (José Courreau, Jamie Ervin)/Обзор оценки ЭП – презентация, дискуссия и упр-е (Хосе, Джейми)	5	
Case study: Structure of Ecological Networks in Russia and Central Asia (Irina Onufrenya)/Учебные примеры: структура экосетей в России и Средней Азии (Ирина)	4	
Case study: Gap Analysis of the Federal System of Protected Areas in Russia (Irina Onufrenya)/Учебный пример: Анализ пробелов Фед.системы ООПТ РФ (Ирина)	4	

Management Effectiveness Assessment	Usefulness	Comments
Managing Protected Area Networks (Alexander Belokurov)/Упр-е сетями ООПТ (Саша)	5	
Case study: RAPPAM Assessments in Mongolia (Nyamsuren Batnasan)/Уч.пример: оценка RAPPAM в Монголии(Ниамсурен)	4	
Case study: Assessment of PA Management Effectiveness in Turkey (Sedat Kalem)/Уч. Пример: оценка эффективности упр-я в Турции (Седат)	4	
Case study: Implementation of RAPPAM Methodology in Georgia (Maka Bitsadze)/Уч.пример: применение методологии RAPPAM в Грузии (Мака)	4	
Discussion and exercise on management effectiveness (Jamie Ervin)/Дискуссия и упр-е по эффективности упр-я (Джейми)	4	

Sustainable Finance Planning/Планирование уст. финансирования	Usefulness	Comments
Overview of Sustainable Finance (Marlon Flores)/Обзор (Марлон)	4	
Interactive Exercise on Sustainable Finance Mechanisms (Jamison Ervin and Alexander Belokurov)/Интерактивное упр-е по механизмам уст.финансирования (Джейми и Саша)	4	
Case study: the Caucasus Protected Area Trust Fund (Maka Bitsadze)/Уч.пример:Кавказский трастовых фонд для ООПТ (Мака)	4	
Case studies: Sustainable Financing Plans in Costa Rica, Brazil and Ecuador (Marlon Flores)/уч.пример: планы уст.финансирования в Коста-Рике, Бризилии и Эквадоре (Марлон)	4	
Exercise and discussion on Sustainable Finance Mechanisms (Jamison Ervin and Alexander Belokurov)/Упр-е и дискуссия о механизмах уст.финансирования (Джейми и Саша)	4	
Discussion on Communicating Non-biodiversity Values of Protected Areas (Alexander Belokurov)/Обсуждение проблемы информирования о ценности ООПТ помимо биоразнообразия (Саша)	4	

Transboundary Protected Areas/Трансгран. ООПТ	Usefulness	Comments
Transboundary Conservation: A New Vision for PAs, and How to Set Up a Transboundary Conservation Area (José Courrau, Alexander Belokurov)/Трансгр.охрана природы:новая стратегия для ООПТ и как создать трансгр.ООПТ (Хосе, Саша)	5	
Transboundary cooperation in Finland and Russia: Oulanka-Panaajärvi (Alexander Belokurov)/Трансгр.сотрудничество между Финляндией и РФ на примере Оуланка-Панаярви (Саша)	4	
Transboundary Cooperation in the Caucasus (Maka Bitsadze)/Трансгр.сотрудничество на Кавказе (Мака)	4	
Transboundary cooperation in the Alta-Sayan Ecoregion (Chaizu Kyrgyz)/Трансгр.сотрудничество на Алтайско-Саянском экорегионе (Чайзу)	4	

Wrap up sessions/итоговые сессии	Usefulness	Comments
Master planning linkages and coalition building (Jamison Ervin)/аспекты комплексного планирования и создание коалиций (Джейми)	4	
Lessons on Implementation of the TNC Global Programme on PAs (Steven Watkins)/Уроки, полученные из реализации Глобальной программы TNC по ООПТ (Стив)	4	

Break out and plenary sessions/Работа в группах и пленарные заседания

Topic/Тема	Usefulness	Comments
Ecological gap analysis/анализ экол. пробелов	5	
Management effectiveness assessment/Оценка эфф. Упр-я	4	
Sustainable finance/Устойчивое финансирование	5	
Plenary report back from each group of countries/Отчеты групп на пленарном заседании	5	
Plenary discussion and synthesis of results/пленарные дискуссии и резюмирование результатов	4	
Workshop recommendations to the CBD/Рекоммендации Семинара для CBD	5	

Additional Questions/дополнительные вопросы

1. **Как вы будете применять приобретенные знания у себя в стране?**
   How will you apply the knowledge gained in your country back home?

   - I will be part of WWF "PAs for a Living Planet Program" and as such will be involved in its national implementation. I will make use of the knowledge I gained and transfer it to others.
   - I will promote the development of action plans.
   - I will transfer the information to others (5x).
   - I will create a working group to prepare the country documents for COP-9
   - I will implement the knowledge to develop and adopt the national strategy for PAs management.
   - I will try to implement what is possible at the moment in cooperation with the ministry of ecology.
   - I will get in contact with the national CBD focal point.
   - We will prepare a report about the seminar and present at the NTS (?).
   - We will apply the good examples.
   - We will implement the PoWPA.

2. **Какие инструменты, методы и материалы крайне необходимы для продвижения программы работы по ООПТ у Вас в стране?**
   What tools, methods and materials are most critically needed to advance the Programme of Work on Protected Areas in your country?

   - the national strategy for sustainable financing of the PA system
   - the interaction and collaboration between different relevant institutions related to CBD
   - management effectiveness
   - ecological gap analysis
   - RAPPAM methodology
   - tools and methods on ecological gap analysis
   - methodologies and guides
   - all methods and material presented during the workshop
   - documents on the preparation of a master plan
   - seminars in our country
   - Russian documents on instruments which suit to the region

3. Что Вам больше всего понравилось в этом семинаре?
What did you like most about this workshop?

- The WS was very informative, the organization was very good. I did not have any problems. I would like to thank the hosts.
- the understanding of the importance of our work and attention from CBD experts
- the agenda
- speakers (2x)
- the organizers
- structure, organization (5x)
- good preparation of the participants
- the recommendations to CBD
- information on topics we were not aware of before (ecological gap analysis, sustainable finance etc.) (2x)
- I liked the opportunity to listen to competent people and to utter my opinion freely.
- much new information and consolidation of known topics
- constructiveness, productivity
- RAPPAM methodology
- everything!

4. Что Вам менее всего понравилось в этом семинаре?
What did you like least about this workshop?

- having to fill out the progress questionnaire in place of state officials (focal points)
- lack of participants from national focal points
- The sessions were very intensive and it was not easy to digest the information/knowledge gained.
- the time limit did not allow enough discussions (3x)
- The important issue of capacity building was almost left without any attention.
- The examples presented in some presentations are not really suitable for our region.
- Mongolian example of RAPPAM
- the weather on Vilm
- the leisure time

5. Как можно улучшить структуру, содержание, организацию и доклады в будущем? Чего не хватило в плане содержания и методов? Какие темы надо было выпустить или не так подробно осветить?
How could we improve the design, content, organization or speakers in the future? What was missing in terms of content or methods? Which topics should have been given less importance or ignored?

- team building during the first day
- Some case studies from other countries and regions (e.g. Latin America, Africa etc) can be ignored.
- provide more documents in Russian language
- more information on the PA management methodology in Russia
- less lectures, more conversation/discussion
- more interactive elements
- I cannot tell how to improve the WS – it was perfect.

6. Насколько полезными были материалы? (4 быстрых справочника, методология RAPPAM, руководства CBD)?
How useful were the materials (4 Quick Guides, RAPPAM Methodology, CBD Guides)?

- very useful (12x)
- RAPPAM method is very useful
- CBD guides are very useful

7. Участие: Насколько адекватной была у Вас возможность высказать свою точку зрения?
Participation: To what extent do you feel you had an adequate opportunity to contribute your own views?

1: Not at all/совсем нет	2: Little/мало	3: Average/средне	4:Very good/оч.хорошо	5: Excellent/Отлично
		2x	6x	6x

8. Удовлетворены ли вы ведущими/Were you satisfied with the facilitation?

1: No	2: Poor	3: Average	4:Very good	5: Excellent
			9x	6x

9. Удовлетворены ли Вы расписанием/Were you satisfied with the daily time schedule?

1: No	2: Poor	3: Average	4:Very good	5: Excellent
		3x	10x	2x

10. Удовлетворены ли Вы организацией семинара/Were you satisfied with the organization of the seminar?

1: No	2: Poor	3: Average	4:Very good	5: Excellent
		1x	6x	8x

10. Удовлетворены ли Вы продолжительностью семинара/Were you satisfied with the length of the seminar?

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

11. Удовлетворены ли Вы местом, помещениями, сервисом и едой/Were you satisfied with the venue, its facilities, service and food?

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

Comment:
- The rooms were too cold.
- The food, esp. the dinners were very repetitive. I would suggest offering fewer choices each evening but then giving something different and fresh. Also the food is quite bland – maybe one could put some hot spices on the tables in addition to salt and pepper.

Другие комментарии/Any other comments?

- Thank you very much! (6x)
- This was very useful!
- Hope to see you again!

Спасибо за отклики/Thank you! Your feedback is greatly appreciated!

Annex 6. Acronyms and Abbreviations

BMZ	German Federal Agency for Economic Co-operation and Development
CBD	Convention on Biological Diversity
CHM	Clearing House Mechanism
CI	Conservation International
COP	Conference of the Parties
CPAF	Caucasus Protected Areas Trust Fund
EGA	Ecological Gap Analysis / Assessment
GEF	Global Environment Facility
GIS	Geographic Information System
IUCN	The World Conservation Union
KfW	Kreditanstalt für Wiederaufbau (German development bank)
MDGs	Millennium Development Goals
METT	Management Effectiveness Tracking Tool
MPA	Marine Protected Area
NISP	National Implementation Support Partnership
NP	National Park
PA	Protected area
PA4LP	Protected Areas for a Living Planet programme
PAN	Protected Area Network
PoWPA	Programme of Work on Protected Areas
RAPPAM	Rapid Assessment and Prioritization of Protected Area Management
TBPA	Transboundary Protected Area
TNC	The Nature Conservancy
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
WB	World Bank
WCMC	World Conservation Monitoring Centre
WCPA	World Commission on Protected Areas
WG	Working Group
WGPA	Working Group on Protected Areas
WWF	World Wide Fund for Nature