

**Management Response to the Strategic Review of the Programme on Protected Areas**  
Finalised 26 April 2010

Recommendation	Response	Intended Result	Activities	Responsibility	Indicators	Status and timeframe
1. The Director General should make a statement to Council confirming that, despite the difficult decisions taken with regard to the post of head of the GPAP, the Secretariat understands the central relevance of protected areas to IUCN's vision and mission and is actively committed to a GPAP that strengthens this core component of the Union's programme by reinforcing the established conservation functions of protected areas and innovatively developing the additional roles they must play to sustain biodiversity, ecosystems and livelihoods. She should further confirm that, within current budgetary constraints, every effort will be made to provide this essential Secretariat function with adequate funding.	Agreed	Relevance of the Programme on Protected Areas to IUCN's vision and mission confirmed	<ol style="list-style-type: none"> <li>1. Issue statement</li> <li>2. Reinforce statement, based to affirmation from the workshop</li> <li>3. Use the 2010 SMAT meeting to reaffirm the corporate commitment to protected areas.</li> <li>4. Determine needs for adequate funding and seek to provide this.</li> </ol>	<ol style="list-style-type: none"> <li>1. Director General</li> <li>2. Director General</li> <li>3. Deputy Director General</li> </ol>	<ol style="list-style-type: none"> <li>1. Statement issued</li> <li>2. Second statement issued to IUCN family</li> <li>3. Ongoing reaffirmation by all senior managers to reinforce affirmation.</li> <li>4. Identify budgetary scope from 2011 programme planning cycle.</li> </ol>	<ol style="list-style-type: none"> <li>1. Completed</li> <li>2. By end March 2010</li> <li>3. March 2010 and ongoing</li> </ol>
2. In consultation with the WCPA, the Biodiversity Conservation Group in the Secretariat should lead a process to achieve a stronger technical understanding and consensual commitment within the Secretariat regarding the core and cutting edge roles of protected areas in the pursuit of IUCN's mission through implementation of its Programme.	Agreed	The role of protected areas in biodiversity conservation and as a tool for conservation and in contributing to sustainable livelihoods well understood and support by the IUCN Secretariat	<ol style="list-style-type: none"> <li>1. Recruit a new senior PA management position (This new position is referred to in the remainder of this document as Head, Global Protected Areas Programme – GPAP, the re-naming of the Programme being to signal a new start. ) capable of being the champion for protected areas in IUCN</li> <li>2. Conceptualize and implement joint activities or projects with the other two Directorates to demonstrate the role of protected areas in all of IUCN's programmatic work</li> <li>3. Create simple messages on how protected areas interact with other agendas such as species conservation, livelihoods, the economy, etc</li> <li>4. Ensure, where possible, the inclusion of Regional Offices are including protected areas in communications strategies</li> <li>5. Profile good performance throughout the Secretariat</li> <li>6. Plan for a visible impact at the 2012 WCC and the 2014 WPC</li> </ol>	<ol style="list-style-type: none"> <li>1. Director General</li> <li>2. Head, GPAP</li> <li>3. Thematic Directors, Head, GPAP</li> <li>4. Head, GPAP</li> <li>5. WCPA Chair</li> <li>6. Regional Communications officers, Regional Programme Heads</li> <li>7. Director, BCG</li> <li>8. Head, GPAP</li> </ol>	<ol style="list-style-type: none"> <li>1. Appointment of position, and effective performance and management support.</li> <li>2. Extent of joint activities or programming, publication(s)</li> <li>3. Messages available</li> <li>4. Visibility of protected areas in regional communications strategies</li> </ol>	<ol style="list-style-type: none"> <li>1. By end June 2010</li> <li>2. Subject to capacity</li> <li>3. To begin once new Head appointed</li> <li>4. As no 3.</li> <li>5. As no 3</li> <li>6. Objectives to be set by end of 2010</li> </ol>

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3. With active support from the Biodiversity Conservation Group and the Global Communications Unit in the Secretariat, the WCPA and the CEC should elaborate and implement their work plan for rehabilitating the perception of protected areas.	Agreed	The reputation of protected areas is strengthened through a consistent set of message, new branding and a strong outreach campaign	<ol style="list-style-type: none"> <li>1. Agree on a role for CEC in the rehabilitation of the GPAP.</li> <li>2. Develop and implement a marketing strategy for protected areas</li> <li>3. Obtain and utilize WPALF communications materials on the value of protected areas</li> <li>4. Brand the Categories for use by PAs agencies and others worldwide</li> <li>5. Create a list of well managed protected areas</li> <li>6. Create a certification scheme for management effectiveness</li> </ol>	<ol style="list-style-type: none"> <li>1. CEC Chair, Head, GPAP and WCPA Chair</li> <li>2. For all the other items responsibilities should be: Head, GPAP with Director, BCG, Chair WCPA and Global Communications</li> </ol>	<ol style="list-style-type: none"> <li>1. Agreed role, presence of activities in CEC work plan</li> <li>2. Marketing strategy</li> <li>3. WPALF communications materials used</li> <li>4. Branding</li> <li>5. List</li> <li>6. Certification scheme</li> </ol>	All once new Head appointed – when timelines will be defined
4. A revised and reinforced GPAP should work with the WCPA to rebuild IUCN's leadership in the protected areas field. This leadership must span science, policy and field operations in the sector. It must be achieved through complementary strengths of the Secretariat and the Commission: the scientific and strategic competence of the GPAP must be credible and effective.	Agreed	Leadership of IUCN in the field of protected areas strongly recognized by IUCN Members, and the World Protected Areas Leadership Forum and other key partners	<ol style="list-style-type: none"> <li>1. Work with the Science and Learning Unit to increase scientific aspects of the protected areas work</li> <li>2. Enhance joint work planning between GPAP and WCPA</li> <li>3. Establish a written agreement between GPAP and WCPA: roles and responsibility, expectations; clarity on who speaks for IUCN from GPAP and WCPA</li> <li>4. Undertake a branding exercise for GPAP/WCPA standards and tools as per recommendation 3.</li> <li>5. Engage with new joint task force on conservation planning between SSC and WCPA</li> </ol>	<ol style="list-style-type: none"> <li>1. Head, GPAP, Science and Learning and WCPA Thematic Vice-Chair for Science and Management</li> <li>2. Head, GPAP and Chair, WCPA</li> <li>3. Director, BCG, Head GPAP and Chair WCPA</li> <li>4. Head, GPAP; Global Communications</li> <li>5. Head, GPAP and Director, BCG and Chairs of SSC and WCPA.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased exposure to the scientific literature; increased visibility of cutting edge science in the programmatic work</li> <li>2. Joint work plan, increased awareness of each other's activities</li> <li>3. Written agreement</li> <li>4. Branding</li> </ol>	<ol style="list-style-type: none"> <li>1. By end 2011</li> <li>2. For the 2011 budget and planning cycle</li> <li>3. By mid 2011</li> <li>4. By mid 2011</li> <li>5. Fully functioning SSC/WCPA Task Force</li> </ol>

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<p>5. In fulfilment of IUCN's protected areas leadership role, the GPAP should, in consultation with the WCPA:</p> <ul style="list-style-type: none"> <li>• co-ordinate delivery of all IUCN protected areas work with implementation of the IUCN Programme;</li> <li>• co-ordinate IUCN's global convening, facilitation and advocacy functions for protected areas, with particular emphasis on enhanced implementation of a reinforced CBD Programme of Work on Protected Areas and optimised recognition of and support for protected areas in implementation of the UNFCCC;</li> <li>• work to reinforce and maintain IUCN's normative, standard-setting functions with regard to protected areas;</li> <li>• co-ordinate IUCN's knowledge and data management for protected areas, especially through an enhanced IUCN contribution to operation by the UNEP WCMC of a strengthened and expanded WDPA that is integrated with spatial biodiversity data;</li> <li>• co-ordinate IUCN's capacity-building services to government, NGO, private and community protected area managers;</li> <li>• maximise training and scientific support to protected area systems in poorer countries, while sustaining and expanding IUCN's protected areas constituency in richer countries.</li> </ul>	Agreed on all parts of this recommendation; coordination is contingent on increasing the capacity of a rejuvenated HQ based programme	The Global Programme on Protected Areas has primary responsibility for coordinating IUCN's input on WDPA and CBD matters. Much of the programme suggestions in this recommendation are incorporated in to IUCN's position on the CBD POWPA	<ol style="list-style-type: none"> <li>1. Coordinate the development of IUCN's position at SBSTTA14 and COP 10 on POWPA in 2010 and beyond</li> <li>2. Build capacity for coordinating on these topics within the Secretariat and WCPA</li> <li>3. Plan for and deliver results related to these topics</li> </ol>	<ol style="list-style-type: none"> <li>1. Director, BCG, SPO-GPAP, WCPA Chair</li> <li>2. GPAP team</li> <li>3. GPAP team</li> </ol>	<ol style="list-style-type: none"> <li>1. Positions and any supporting analyses prepared</li> <li>2. Results delivered in a coordinated manner</li> </ol>	<ol style="list-style-type: none"> <li>1. Starting now and running through end of year</li> <li>2. Depending on timeframe for capacity</li> <li>3. Depending on timeframe for capacity</li> </ol>
<p>6. The science and strategy of the GPAP must integrate the heartland and the frontiers of protected areas work for the 21st century. A narrower focus on conventional protected areas business as usual is not a viable option.</p>	Agreed	GPAP promote the delivery of effective protected areas planning and management using new traditional and non-traditional approaches and science	<ol style="list-style-type: none"> <li>1. Revisit the GPAP intercessional programme as required.</li> <li>2. Integrate "business unusual" results and partnerships into the annual work plans for 2011-12</li> <li>3. Define and agree on a clear role for WCPA to integrate new science into the programme</li> <li>4. Proactively expand the WCPA constituency to include cutting edge scientists</li> </ol>	<ol style="list-style-type: none"> <li>1. Head, GPAP</li> <li>2. Head, GPAP</li> <li>3. Head, GPAP and Chair WCPA</li> <li>4. Chair, WCPA; SSC/WCPA task Force on Conservation Planning</li> </ol>	<ol style="list-style-type: none"> <li>1. Revised programme (or new directions in 2012-16 programme)</li> <li>2. New annual results, partnerships</li> <li>3. Evidence of new orientation particularly through the development of new projects</li> <li>4. Engagement of members of scientific community</li> </ol>	<ol style="list-style-type: none"> <li>1. In 2011</li> <li>2. For the 2011 budget and planning cycle</li> <li>3. To push forward once new Head appointed</li> <li>4. As 3.</li> </ol>

7. Despite the need to redirect and reinforce the GPAP, it does not need a whole new work plan. First and foremost, the GPAP should be committed to co-ordinating IUCN's delivery of the protected areas results in its intercessional Programme, and resourced accordingly.	Partially agreed, GPAP will build on new orientation in annual work planning processes and in the development of the 2013-16 intercessional programme, working closely with other global and regional component programmes	Annual work plans of GPAP and Regional PAs Programmes move PAs issues into new areas of work	<ol style="list-style-type: none"> <li>1. Undertaken clear work planning, including with RCOs, for each priority – identifying strategies and partnerships clearly</li> <li>2. Ensure the resourcing strategy aligns well with planned intentions</li> </ol>	<ol style="list-style-type: none"> <li>1. Head, GPAP and Regional Programme staff</li> <li>2. Head, GPAP</li> </ol>	<ol style="list-style-type: none"> <li>1. Work plan</li> <li>2. Resources available both from IUCN and from projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. For the 2011 budget and planning cycle</li> <li>2. In the ABC list for the 2011 budget and planning cycle</li> </ol>
8. Within that effort, and again regaining the leadership that the world is waiting for it to show, the GPAP should frame the relevant elements of IUCN's protected areas activity into a coherent series of actions to support reinforcement and implementation of the CBD Programme of Work on Protected Areas.	Agreed	IUCN's position on and means to promote the implementation of POWPA developed in 2010	<ol style="list-style-type: none"> <li>1. Prepare position statements for SBSTTA and COP on POWPA with WCPA</li> <li>2. Depending on available funding engage with activities at the pavilion at COP 10 to showcase IUCN's work</li> <li>3. Develop a major new initiative that has a global – regional component, policy influencing and global value added component, packages the major work of IUCN on PAs into one place and provides adequate resources for proper coordination between HQ, Regions, the Commission and key partners (this links to several other recommendations)</li> </ol>	<ol style="list-style-type: none"> <li>1. Director, BCG and Chair, WCPA; IUCN GPU</li> <li>2. GPAP to organize with WCPA</li> <li>3. GPAP – HQ and regions</li> </ol>	<ol style="list-style-type: none"> <li>1. Position statements</li> <li>2. Pavilion day</li> <li>3. Project concept/ proposal developed on CBD/POWPA</li> </ol>	<ol style="list-style-type: none"> <li>1. SBSTTA by March 10; COP by Aug / Sept 10 (GPAP and GPU)</li> <li>2. If feasible at CBD Cop10</li> <li>3. Once new Head appointed</li> </ol>
9. The GPAP's core thematic emphasis should be on the more effective creation and management of protected areas for the conservation of nature, including the science and data management that are needed to optimise this effort.	Agreed	GPAP delivers traditional protected areas management using new approaches and science (same as recommendation 6)	See recommendation 6			

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<p>10. Linked to this central emphasis, the GPAP should support and contribute to IUCN's combination of core and cutting edge themes in its protected area science and strategy, including:</p> <ul style="list-style-type: none"> <li>• understanding, advocating and securing the ecosystem services that protected areas supply;</li> <li>• integrating protected areas with the broader conservation of ecosystems and management of landscapes;</li> <li>• understanding and promoting the central role of protected areas in climate change adaptation and mitigation;</li> <li>• integrating protected areas with social, economic and cultural planning, management and benefits for the societies who depend on and sustain them;</li> <li>• in developing countries, a concomitant emphasis on optimising the contribution of protected areas to poverty alleviation, sustainable development and community conservation management by and for those living in and near protected areas;</li> <li>• continued enhancement and expanded delivery of management effectiveness criteria, assessment methodologies and related services;</li> <li>• support for the development of protected area management capacity;</li> <li>• continued enhancement of and operational support for the IUCN system of protected area categories.</li> </ul>	Agreed	Results delivered on priority areas covering capacity building, standards and tools (including IBAT, WDPA, categories, management effectiveness), integrating protected areas into wider landscape/seascape management, protected areas in the context of climate change mitigation and adaptation and capacity building	<ol style="list-style-type: none"> <li>1. Annual planning and project development</li> <li>2. Joint activities with WCPA</li> <li>3. Development and Implementation of secured project portfolio</li> </ol>	<ol style="list-style-type: none"> <li>1. GPAP – HQ and regions</li> <li>2. GPAP – WCPA</li> <li>3. GPAP – WCPA</li> </ol>	<ol style="list-style-type: none"> <li>1. Extent of coverage, growth of portfolio</li> <li>2. Extent of joint activities, growth of joint activities</li> <li>3. Extent of results delivered; relative to planned intentions</li> </ol>	<ol style="list-style-type: none"> <li>1. Starting with 2011 budget and planning cycle</li> <li>2. Once new Head appointed</li> <li>3. Once new Head appointed</li> </ol>
<p>11. The GPAP's scientific and policy support for protected areas should continue to be distributed equally across all protected area categories.</p>	Agreed	IUCN will continue to support all protected areas categories through its work		1. GPAP Team	1. Analysis	1. At reporting time each year

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12. The GPAP should work with the WCPA to maintain and expand the quality and coverage of IUCN's documentation on protected areas science and management, in particular the Best Practice Guidelines. But it should do this as part of a more proactive knowledge management and delivery strategy, striving to ensure that its publications are accessed and used in English and other languages.	Agreed. However making publications accessible in different languages depends on obtaining additional financial resources.	Existing Guidelines updated, and developed, where required (topics TBD)  Possible topics include: Climate change, Valuation of services from PAs, PA s and legislation, World Heritage De-gazetting, PAs and landscape management, Stakeholder engagement, Rights within and outside PAs , Disaster risk reduction  Strategy to be developed jointly with WCPA	These could include: 1. Evaluation on the impacts of the Best Practice Guidelines 2. Identify possible guidelines for updating 3. Identify new topics for guidelines 4. Expand, depending on available financial resources, the number of languages the guidelines are translated into (e.g. Arabic, Russian, Mandarin as priorities) 5. Build translation, printing and distribution costs for guidelines into project budgets 6. Expand the toolbox to include other tools aside from guidelines including planning tools, connectivity tools, gap analysis tools, etc	1. PCM as part of the Commissions Review 2. GPAP and WCPA 3. GPAP and WCPA 4. GPAP and WCPA 5. GPAP and WCPA 6. GPAP and WCPA 7. GPAP and WCPA 8. WCPA, GPAP and BCG.	1. Number of guidelines publications produced 2. Increased coverage of guidelines through translation of all into the 3 working languages of IUCN, and other languages. Quantitative targets set in guidelines programme.	In 2011, Strategy to be developed once new Head appointed
13. The GPAP should consult with the WCPA about replacement of the 'Parks' journal with a more accessible and economical communications format that maintains and enhances the quality of IUCN's protected areas communications.	Agreed	Parks re-emerges as an electronic journal with a better balance between practice and science	1. Create an electronic journal 2. Balance between science and practice 3. Maintain GPAP role for coordinating input, editing content, final approval 4. Explore possibility to create a peer –reviewed journal	1. GPAP and WCPA 2. WCPA and S&L 3. GPAP 4. GPAP and S&L	1. E-journal 2. Ratio of science to practice oriented articles 3. Regularity of publication 4. Type of review process	Once new Head appointed By mid 2010?
14. In continuing consultation with the WCPA and the IUCN Commission on Education and Communications, the GPAP should appraise how to reassert and develop IUCN's leadership role in protected areas training. This should involve the transformation of the Protected Areas Learning Network into a suite of curricula, training materials and online learning facilities that is fully populated with IUCN science and expertise, is simple to use and is promoted so that it does deliver the intended service.	Partially Agreed.	A revitalized capacity building strategy with an electronic component, which may or may not include PALNet, available and used	1. New strategy for capacity building developed based on consultation with stakeholders identifying needs for an electronic platform 2. Examine e-learning from Parks Victoria and Parks Canada for applicability 3. Link with WCLN to explore opportunities for synergies 4. Develop simplified training materials based on guidelines 5. Promoting the application of training materials at regional and national levels.	1. Head, GPAP 2. GPAP 3. GPAP and CEC 4. GPAP 5. GPAP and RCOs.	1. Strategy drafted for consultation	In 2011, Strategy to be developed once new Head appointed

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15. The GPAP should continue its leadership role in organising the World Parks Congress, and expand its support for regional parks congresses in Latin America, Africa and Asia. At both levels, it should seek the most environmentally appropriate and operationally rational means of arranging and managing such events.	Agreed  Note: unless capacity is increased, it will not be possible to effectively organize the 2014 World Parks Congress	The World Parks Congress, organized by GPAP, fulfils objectives identified with WCPA and the protected areas constituency  Regional Parks Congresses are better aligned with the strategic intent of the World Parks Congress and the mandate of GPAP and WCPA	1. Survey the protected areas constituency on the objectives for the next World Parks Congress 2. Working with the Congress Unit, design a Congress to fulfil those objectives (including selection and agreements with host country, design, size, profile of participants) 3. Use Congress fundraising to ensure adequate resources for GPAP to organize the Congress (at minimum) 4. Assess the rationale to further organize and implement Regional PAs Congresses.	1. GPAP and WCPA 2. GPAP and Congress Unit 3. GPAP, Congress Unit and Strategic Partnerships 4. GPAP, RCOs and WCPA	1. Objectives set 2. Congress location and design reflects objectives 3. Design business model to cover all costs of organization	Once new Head appointed : 1. By late 2010 2. By end 2010 3. Ongoing through end of 2013
16. In consultation with the WCPA, the GPAP should reassert IUCN leadership in the protected areas field by reinforcing the Union's commitment to the World Protected Areas Leadership Forum and optimising the use of this body to help guide and support the sector. It should provide more proactive support and publicity for it and promote broader participation by the world's protected areas leadership in its activities.	Agreed. The relationship with the WPALF is an important new factor in the reconstruction of the PPA. Whilst IUCN can provide greater support, WPALF is also an important link to the constituency of Parks leaders, who could also be interested to contribute to an enhanced global programme. The modalities and priorities of this relationship need to be developed on a mutual basis between IUCN and the members of WPALF. The extension of the membership of WPALF to be more regionally inclusive would also be valuable, in the view of IUCN, as one aspect of this relationship if WPALF agree. (See also recommendation 14)	A mutually beneficial partnership between IUCN and the WPALF strengthened	1. Identify areas of support from IUCN to WPALF (e.g. technical areas of support that will aid practitioners in managing protected areas) 2. Identify and discuss areas of possible support from WPALF to IUCN (e.g. secondments and financial support) 3. Identify a concrete role for IUCN in the functioning of WPALF (e.g. Director General has been asked to participate in next meeting)	1. Director General, with support of Director, BCG 2. GPAP and WCPA with the WPALF 3. Director General and Director, BCG	1. Arrangement support agreed for next three years 2. Agreement on what technical advice and projects WPALF needs 3. Agreement on role for IUCN	1. By late 2010 2. By end 2010 3. By mid 2010
17. Without detracting from IUCN commitment to terrestrial protected areas, the GPAP should work with the WCPA and the Global Marine and Species Programmes to strengthen the Union's support for the expansion and effective management of marine and other aquatic protected areas.	Agreed, but GPAP will also focus on species conservation in terrestrial and marine contexts and will work with other parts of the Union	Conservation planning and priorities are based on integrated data from species and protected areas datasets in the terrestrial and marine context	1. Fully effective joint WCPA-SSC Task Force on Conservation Planning 2. Incorporate biodiversity conservation objectives into protected areas planning 3. Continue integrating species and protected areas datasets 4. Working with UNEP WCMC continue integrating Protect Planet Ocean with WDPA, and to further develop Protected Planet	1. Chairs of WCPA and SSC 2. GPAP/WCPA and regional offices 3. SP, GPAP and WCMC 4. GMP and WCMC/BCG 5. SP and GMP	1. Joint Task force 2. Clear objectives 3. Extent of integration of data sets 4. Extent of integration 5. Completed assessment	1. Completed 2. 2010-2012 3. 2011 and ongoing 4. 2011 5. 2014
18. While reinforcing IUCN's recognition of and support for protected area managers in the richer countries, the GPAP should work to strengthen the Union's contribution to more effective biodiversity conservation by protected areas in the poorer countries of Asia, Africa, Oceania and Latin America.	Agreed	Biodiversity conservation planning objectives integrated into regional protected areas work	1. Implement the activities from above 2. Create a more integrated HQ-Regional PA team and WCPA Regional Networks able to share experiences and objectives 3. Develop a project platform upon which to create HQ and regional integration	1. GPAP and regional PA staff 2. GPAP, Regional PA staff and WCPA Regional Vice-Chairs 3. GPAP and regional PA staff	1. As above 2. Team 3. Project proposal/ funded project	1. Various 2. Initiated and ongoing 3. By mid 2011

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19. IUCN should act urgently to re-establish the post of head of the GPAP and to fill it with an individual who can demonstrate the right combination of credible protected areas science and/or management experience (including team building and fund raising) and the ability to exert IUCN leadership effectively in international policy arenas.	Agreed	GPAP Head Position re-established	<ol style="list-style-type: none"> <li>1. Recruitment</li> <li>2. Interim solution for adding capacity to GPAP to lead identified and implemented, if needed</li> </ol>	<ol style="list-style-type: none"> <li>1. Director, BCG</li> <li>2. If needed, Director, BCG</li> </ol>	<ol style="list-style-type: none"> <li>1. New incumbent is in place</li> <li>2. Interim solution in place</li> </ol>	<ol style="list-style-type: none"> <li>1. By October 2010</li> <li>2. March 2010</li> </ol>
20. This individual should have the personal and management capacities for harmonious and effective leadership of the GPAP in collaboration and total collegiate partnership with the WCPA and with the rest of the Secretariat.	Agreed	New Terms of Reference for the Head of the Protected Areas Programme established; including the recommended skills	<ol style="list-style-type: none"> <li>1. TORs developed</li> </ol>	<ol style="list-style-type: none"> <li>1. Director, BCG</li> </ol>	<ol style="list-style-type: none"> <li>1. TORs</li> </ol>	<ol style="list-style-type: none"> <li>1. In approval / review stage</li> </ol>
21. The Secretariat should review its managerial, administrative and accounting arrangements for the WCPA, and take steps to improve their efficiency and resourcing.	Partially Agreed. Possibilities for outsourcing administrative support should be explored jointly with WCPA based on the experience of SSC operations. Joint planning between WCPA and GPAP is needed to allow to optimise the support to the Commission from the Programme (e.g. unplanned activities requiring significant support should be avoided)	WCPA is supported effectively and efficiently from the Secretariat side on key agreed priority activities (membership, communications, financial management), and adequate additional funding is provided for PPA staff time in project budgets in the case of additional tasks requested by WCPA:	<ol style="list-style-type: none"> <li>1. The new Head, GPAP to review roles and procedures with WCPA.</li> <li>2. Expectation levels and priorities for support established between Secretariat and Commission</li> <li>3. Training for PA and WCPA staff on using the ERP and associated business processes</li> <li>4. Implementation of the ERP and associated business processes once it is in place and fully functioning.</li> </ol>	<ol style="list-style-type: none"> <li>1. Head, GPAP</li> <li>2. Head, GPAP and Chair, WCPA</li> <li>3. GPAP staff</li> <li>4. GPAP staff working with IMG and Membership Unit</li> </ol>	<ol style="list-style-type: none"> <li>1. Review document</li> <li>2. Charter</li> <li>3. Training completed</li> <li>4. Increase in efficiency, satisfaction and recognition on both sides</li> </ol>	<ol style="list-style-type: none"> <li>1. Contingent on recruitment, but within 6 months of appointment</li> <li>2. As above</li> <li>3. End 2010, subject to ERP roll out</li> <li>4. End 2010, subject to ERP roll out</li> </ol>
22. In consultation with the WCPA, the GPAP should ensure that IUCN website content on protected areas is accurate and comprehensive. The Secretariat should support the GPAP in efforts to upgrade the presentation and accessibility of website material on protected areas.	Agreed	Functional, attractive and up to date website for GPAP and WCPA.	<ol style="list-style-type: none"> <li>1. Upgrade web site, update quarterly</li> </ol>	<ol style="list-style-type: none"> <li>1. GPAP with Global Communications</li> </ol>	<ol style="list-style-type: none"> <li>1. Growth in unique web visits, positive perception</li> </ol>	
23. Within the Secretariat, future management of the GPAP should focus on its effective operation as an integral part of the IUCN Biodiversity Conservation Group and its associated network and, through them, with IUCN's climate change work and its efforts to tackle the poverty, equity and governance dimensions of protected areas and biodiversity conservation.	Agree – need support and input from the Environment and Development Group	Programmatic integration between the Biodiversity Conservation Group and all Programme Areas achieved	<ol style="list-style-type: none"> <li>1. Identify areas of interest and possible engagement between protected areas and the other Programme areas</li> <li>2. Identify areas of common interest between IUCN's climate change and protected areas work</li> <li>3. Increase collaboration at the Director level at HQ between the Thematic Groups</li> <li>4. Increase participation of GPAP staff in the implementation groups for the Programme areas on objectives of common interest.</li> </ol>	<ol style="list-style-type: none"> <li>1. GPAP staff with the Network Heads</li> <li>2. GPAP staff with the Climate Change Network Head</li> <li>3. Head, Thematic Directors</li> <li>4. GPAP staff and the Network Heads</li> </ol>	<ol style="list-style-type: none"> <li>1. Analysis</li> <li>2. Analysis</li> <li>3. Frequency of meeting and collaboration</li> <li>4. Presence of GPAP staff worldwide on the Programme area implementation maps</li> </ol>	For all five action items: Contingent on recruitment, but within 5 months of appointment, then ongoing

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24. The GPAP should be managed as an integrated global effort, based on joint planning by headquarters and regional staff and implemented through active communication between them.	Agreed	GPAP staff at HQ and in the regions with WCPA operate as a cohesive team with shared objectives and agreed key priorities	<ol style="list-style-type: none"> <li>1. Identify one area of collaboration for 2010</li> <li>2. Prepare a joint piece of work to reinforce the team approach</li> <li>3. Find additional opportunities to meet as a group</li> <li>4. Develop a project that can serve as a platform for continued collaboration</li> <li>5. Engage in joint programming at budget and planning cycles</li> <li>6. Ensure the inclusion of WCPA in all of the above</li> </ol>	<ol style="list-style-type: none"> <li>1. GPAP staff worldwide plus WCPA</li> <li>2. GPAP staff worldwide plus WCPA</li> <li>3. GPAP staff worldwide plus WCPA</li> <li>4. GPAP staff worldwide plus WCPA</li> <li>5. GPAP staff worldwide plus WCPA</li> <li>6. GPAP staff worldwide plus WCPA</li> </ol>	<ol style="list-style-type: none"> <li>1. Priority identified</li> <li>2. Outputs from collaboration</li> <li>3. At least one joint planning meeting per year</li> <li>4. Project proposal</li> <li>5. Evidence of joint activities</li> <li>6. Extent of participation of Commission members</li> </ol>	<ol style="list-style-type: none"> <li>1. Completed – POWPA policy at SBSTTA and COP 10 is the focus for 2010</li> <li>2. Position papers for May and October 2010 events</li> <li>3. By end 2010</li> <li>4. As part of budget and planning cycle</li> <li>5. Ongoing</li> <li>6. Ongoing</li> </ol>
25. The GPAP and the WCPA should build and exploit their links at regional level.	Agreed	See recommendation 24				
26. The Director General should make a statement to Council reaffirming IUCN's commitment to its World Heritage advisory, monitoring and training services as an integral part of its efforts to promote and support the roles of protected areas in the conservation of nature.	Agreed	The Director General affirms the commitment of IUCN's World Heritage work	<ol style="list-style-type: none"> <li>1. DG issues statement</li> </ol>	<ol style="list-style-type: none"> <li>1. DG</li> </ol>	<ol style="list-style-type: none"> <li>1. Statement issued</li> </ol>	<ol style="list-style-type: none"> <li>1. Completed</li> </ol>
27. Management in the IUCN Secretariat should give practical effect to this commitment through full involvement of World Heritage functions in its closer co-ordination of protected areas and biodiversity conservation activities (recommendation 23).	Agreed, and already happening	Close collaboration between GPAP and WH work continues	<ol style="list-style-type: none"> <li>1. Close working proximity on a daily basis and regular joint team meetings.</li> <li>2. Discussion of joint work around planning cycles – annual and intercessional</li> <li>3. Preparation of joint project proposals where possible</li> <li>4. Integrated working delivered to ensure WH contributes to programme and messaging on PA work in CBD and other programmatic areas as relevant.</li> <li>5. WCPA and PPA make continued key contributions to IUCN World Heritage Panel, programme and performance at the World Heritage Committee.</li> </ol>	<ol style="list-style-type: none"> <li>1-5. GPAP and WH with Director, BCG</li> </ol>	<ol style="list-style-type: none"> <li>1. To include joint team meetings happen, at least quarterly.</li> <li>2. Joint programming</li> <li>3. Joint project proposals</li> <li>4. Presence of WH messaging in IUCN PA position statements</li> <li>5. PPA and WCPA members within IUCN World Heritage Panel, and IUCN delegation to the World heritage Committee.</li> </ol>	<ol style="list-style-type: none"> <li>1-5 Completed and ongoing World Heritage Committee each June/July.</li> </ol>

Recommendation	Response	Intended Result	Activities	Responsibility	Indicators	Status and timeframe
28. By the end of 2010, IUCN should create and fill two new posts (in addition to the senior position) to strengthen the headquarters functions of the GPAP. One should co-ordinate a stronger, leading role for IUCN in the CBD POWPA process, as well as IUCN's promotion of protected areas as a key instrument in climate change mitigation and adaptation. The second should co-ordinate delivery of IUCN's scientific, standard setting and capacity building services to protected areas around the world, through structured interaction between regional GPAP focal points and the WCPA.	Agreed.  (The WPALF has signalled strongly that it is prepared to support IUCN through its Parks Agencies contingent on the satisfactory implementation of recommendations 19, 28 and 30)	Two additional posts are created at HQ and opportunities to supplement this with secondments or support from the Parks Agencies	<ol style="list-style-type: none"> <li>1. Agree on budget allocation and funding sources; discussion between DG and WPALF</li> <li>2. Develop and agree on TORs for the positions.</li> <li>3. Discuss with WPALF the possible funding partnership to secure both positions, and identify other partners if required,</li> <li>4. Recruit</li> </ol>	<ol style="list-style-type: none"> <li>1. Director General</li> <li>2. Director, Biodiversity Conservation Group and Deputy Head, GPAP</li> <li>3. Head, GPAP and HR</li> </ol>	<ol style="list-style-type: none"> <li>1. Budget amount</li> <li>2. TORs</li> <li>3. three positions filled</li> </ol>	<ol style="list-style-type: none"> <li>1. By April 2010</li> <li>2. By June 2010</li> <li>3. Mid 2011</li> </ol>
29. The new head of the GPAP should be located in Gland. The first of the other two recommended headquarters positions should be there too. The second could be located at a regional office of the Secretariat.	Agreed	Senior position is located in Gland	<ol style="list-style-type: none"> <li>1. Recruit at HQ</li> </ol>	<ol style="list-style-type: none"> <li>1. DG, DDG and Director, BCG</li> </ol>	<ol style="list-style-type: none"> <li>1. New Head appointed and located in Gland</li> </ol>	<ol style="list-style-type: none"> <li>1. By mid 2010</li> </ol>
30. IUCN should increase its core funding commitment to the GPAP from 2010 by at least the equivalent of one senior management position at the level of head of programme.	Already implemented for 2010.	GPAP receives an allocation in line with the IUCN Budget Rules which sets out specific allocations for running a Global Thematic Programme that has responsibility for supporting a Commission and flagship product(s)	<ol style="list-style-type: none"> <li>1. IUCN Budget guidelines applied to GPAP</li> </ol>		<ol style="list-style-type: none"> <li>1. Allocation in 2011 budget process</li> </ol>	<ol style="list-style-type: none"> <li>1. In the 2011 budget and planning cycle</li> </ol>

Recommendation	Response	Intended Result	Activities	Responsibility	Indicators	Status and timeframe
31. The GPAP business model should be built around expanded funding from bilateral and multilateral donors to support a stronger role in global policy processes, notably the CBD POWPA and work to combat climate change; the marketing of protected areas standards and services (primarily through regional offices and the expert work of WCPA members); the development and promotion of high profile products demonstrating the links between protected areas and biodiversity conservation and the role of protected areas in sustaining ecosystem services; and strong support to regional, national and local protected area activities facilitated by regional GPAP staff in closer co-ordination with the GPAP headquarters.	Agreed. Strong support from IUCN Fundraising Unit will be required.	Specific measures to increase and diversify GPAP funding explored and implemented, linking with Regional Offices in project development and delivery.	<ol style="list-style-type: none"> <li>1. Business model defined and agreed</li> <li>2. Large project proposals developed negotiated, secured and implemented containing regional components of work.</li> <li>3. Options for branding categories and other key products explored and implemented (including payment for certification)</li> <li>4. Secondment model developed and implemented</li> <li>5. GEF funding explored</li> </ol>	<ol style="list-style-type: none"> <li>1. Director BCG, Chair WCPA, Head, GPAP</li> <li>2. Head GPAP with support from Director BCG, Chair WCPA, Head, GPAP, Strategic Partnerships</li> <li>3. Head, GPAP</li> <li>4. Head, GPAP</li> <li>5. Head, GPAP</li> </ol>	<ol style="list-style-type: none"> <li>1. Three year financing plan developed</li> <li>2. Large project proposal developed and successfully negotiated.</li> <li>3. Extent of diversification/ increase in overall number of funding sources, overall funding</li> <li>4. Support from WPALF and other partners including appropriate secondments.</li> <li>5. GEF proposals</li> </ol>	<ol style="list-style-type: none"> <li>1. By end March 2010</li> <li>2. By end 2010</li> <li>3. Ongoing, but diversification should be apparent by 2011 budget and planning cycle in the ABC list</li> <li>4. By end 2010</li> <li>5. By end 2010</li> </ol>
32. The GPAP should negotiate actively with protected area agencies and bilateral donors with the aim of concluding arrangements for two additional multi-annual staff secondments – to headquarters or regional offices – that would start no later than January 2011. As an interim measure, such a secondment could be used to fill one of the two key GPAP posts that are required in addition to that of head of the programme.	Agreed	A regular cycle of secondments from WPLAF members is enabled to build linkages between IUCN and individual parks agencies and strengthen the capacity of IUCN-GPAP	<ol style="list-style-type: none"> <li>1. Agree on the scope and schedule for secondments</li> <li>2. Explore alternative models that could creatively support participation of Parks Agencies from the South, particularly at the regional level.</li> </ol>	<ol style="list-style-type: none"> <li>1. Head GPAP with support from Director, BCG, Chair, WCPA, WPALF</li> <li>2. Head GPAP with support from Director, BCG, Head, GPAP, Chair, WCPA, WPALF</li> </ol>	<ol style="list-style-type: none"> <li>1. Extent of secondments</li> <li>2. Participation of Parks Agencies from the South</li> </ol>	<ol style="list-style-type: none"> <li>1. By end 2010</li> <li>2. In 2011</li> </ol>