



# STRATEGIC FRAMEWORK FOR CAPACITY DEVELOPMENT IN PROTECTED AREAS AND OTHER CONSERVED TERRITORIES 2015-2025

## EXECUTIVE SUMMARY

The Strategic Framework for Capacity Development (SFCD) is the result of a widespread programme of activities and consultations during 2013 and 2015, including the World Parks Congress in Sydney Australia in November 2014. The SFCD is intended to complement, guide, and extend the recommendations on capacity development included in the Promise of Sydney that resulted from the Congress. It briefly describes the current situation concerning protected area capacity development, identifies major capacity development issues that need to be addressed over the next decade, and recommends pathways, goals, and objectives for future action.

The SFCD defines an overall vision for capacity development in protected areas as follows.

Protected and conserved areas across the world are effectively, efficiently, and equitably managed and governed using state of the art skills, knowledge, and best practices stemming from a diversity of traditions and cultures.

The **overall aim** of the SFCD is that:

*Individuals, organisations, and wider society have the capacities that will enable and support the transformational change required to mainstream protected areas into broader societal goals, firmly positioning them as essential tools for achieving conservation and development objectives.*

The ten-year **objective** of the SFCD is that:

*Long-term and sustainable protected area capacity development opportunities, programmes, and products provide a foundation that will assist more effective, efficient, just, and equitable management of all types of protected areas, enhancing the ability of countries to meet their commitments under the Convention on Biological Diversity's Programme of Work for Protected Areas (POWPA) and the Aichi Targets.*

The SFCD defines three related, priority focal groups for capacity development for the coming decade:

**A. Protected area institutions and personnel.** This group could be characterised as those who have formal and legal responsibilities for managing protected areas. It comprises mainly (but not exclusively) official government bodies and their employees.

**B. Landscape and seascape stewards.** These include a wide range of non-governmental actors engaged in managing protected areas, but which are unlikely to have been constituted for the purpose of managing protected areas.

**C. Influencers.** These are all of the entities or groups whose policies, decisions, attitudes, political will, championing, and activities influence capacity development and the management of protected areas.

Four main global programmes of activity are specified, to be achieved by 2025. Each programme includes a set of specific actions for its implementation.

**Programme 1: Professionalization**

Goal: Protected area management is widely recognised as a distinct, multidisciplinary profession with its own specialist occupations, competences and standards.

**Programme 2: Indigenous peoples and local communities**

Goal: Capacity development initiatives include and address the specific needs of indigenous, traditional, and local community protected area stewards.

**Programme 3: Enabling protected area capacity development**

Goal: Resources and support are available to implement the strategic pathways for capacity development.

**Programme 4: Evaluation of capacity development**

Goal: The capacity development community has access to and uses an evidence-based directory of processes, criteria, and indicators for comprehensively measuring and assessing the effectiveness and impact of capacity development.

The document concludes with a series of recommended key steps for implementation of the strategic framework for capacity development.

## WHY A NEW STRATEGIC APPROACH IS NEEDED

### THE CHANGING GLOBAL NETWORK OF PROTECTED AREAS

When Aichi Target 11 is reached, at least 17 per cent of terrestrial and 10 per cent of coastal and marine areas of the planet will be under the management of a growing and highly diverse family of protected area staff, stewards, and supporters. Resource protection, research, visitor management, and education are the tasks most commonly associated with protected area management, but today much more is expected from protected areas. New roles include supporting people as well as nature, enabling sustainable development, safeguarding the livelihoods and rights of indigenous, traditional, and other local communities, and ensuring flows of ecosystem services that support wider communities and economies. Those managing protected areas also have to provide leadership and direction, enable participatory development and implementation of strategies and plans, manage changing and growing organisations, and secure and wisely use the resources needed for management. They also need to find ways to address threats old and new, and to justify and champion protected areas politically, socially, and economically. Many vital roles are also undertaken by people who live in and around protected areas, who use their resources wisely with the future in mind, and who maintain mosaics of considerate human use, creating landscapes that support both people and nature.

Numerous people contribute in less obvious, but very important ways, through cherishing and enjoying protected areas and sharing with others how important they are to them, living close to nature, learning from protected areas and using those lessons in their daily lives, and building nature's values into their own values. Some people have been doing these things from generation to generation for thousands of years. Others are just learning. Some people are motivated by science, others by recreation, and others by spiritual connections or long held traditions.

Responsibility for managing today's protected areas also goes far beyond the government organisations conventionally associated with the job. Sites are also managed by NGOs, private companies, individuals, local public authorities, and by traditional managers from indigenous and local communities. These traditional managers conserve territories beyond what are conventionally recognised as protected areas. New approaches to management and governance require new skills and ways of thinking: 'top down' management by expert organisations is being complemented and in some cases replaced by participatory and partnership based 'co-management', bringing a much wider range of stakeholders into the global protected areas community.

### THE CAPACITY CHALLENGE

Caring for the expanding and evolving global network of protected areas, adapting to the new roles played by the network, and encompassing the widening diversity of people working in protected areas combine to present unique challenges over the next decade. To meet these challenges and to ensure that institutions and individuals are capable of delivering what is needed, a new approach to capacity development is required, operating at three main levels.

- Enabling people to develop and use the competences required to do their jobs well builds **individual capacity**.
- Establishing and sustaining entities of all types that take responsibility for protected areas and the people who work for their future builds **organisational capacity**.
- Creating an 'enabling environment' that politically, economically, and culturally recognises the values of protected areas and enables them to thrive, builds **societal capacity**.

At all three levels, some aspects of capacity are quite tangible or easier to identify, such as individual skills, organisational infrastructure, or law and regulations. Others are less tangible, such as leadership and critical thinking, creativity, working with other people, personal motivation, and willingness to support protected areas, institutional cultures, or 'political will.'

In the decade since the 2003 World Parks Congress in Durban, much has been achieved at all three levels. Capacity has been recognized as a key priority by international conventions and agreements (CBD, UNESCO-WHC, Ramsar, UNESCO-MAB Programme). The CBD Programme of Work on Protected Areas (POWPA), has highlighted capacity development as a major priority (under Programme Element 3: Enabling Activities) and 106 countries have submitted POWPA action

plans that include capacity development activities. Most donor-assisted protected area projects include significant capacity development components and investments, but often do not use consistent or compatible approaches, leading to duplications, overlaps, and poor sustainability. Many more training and learning opportunities are available both pre-entry and in service. Some innovative forms of capacity development have also been developed, such as online courses and the community of practice established for the development of National Biodiversity Strategies and Action Plans.

Despite this, sustained, cumulative programmes of capacity development have not been implemented in many countries. Success in converting investment in capacity to improved performance of protected areas has been limited or unclear. This is due to a number of factors, including the following:

- The pre-entry education that protected area personnel have received as biologists, foresters, geographers, or planners does not often include the range of competencies needed for them to be effective. Opportunities for them to upgrade and broaden their skills and qualifications in service are often very limited.
- Too much capacity development is short term, donor driven, and donor reliant, resulting in capacity development activities that are short term and too limited in scope to benefit wider organizational or societal needs. Too often, this results in lack of local ownership and in a rapid decay of the benefits of capacity development investments.
- The methods and tools used to develop individual capacity still focus primarily on short-term training or formal education courses. While training has a very important role to play, other approaches, many of them based on the proven principles of adult learning, may be more appropriate, affordable, and sustainable. These include workplace learning, peer-to-peer learning, mentoring, communities of practice, e-learning, and provision of material to enable self-directed learning. Importantly, some of the methods currently used may not be optimal for the full diversity of people now engaged in protected area management, in terms of accessibility, language, and cultural approaches to teaching and learning.
- In many countries, protected area work is not recognised as a distinct profession or vocational occupation that requires specific skills, access to separate qualifications, or clear paths for professional development and career advancement. Many dedicated, skilled, and experienced staff members are leaving protected area work because of difficult working conditions, because some positions are politically appointed instead of technically driven, or due to lack of opportunities for personal and career development.
- Many protected area management organisations have limited human and financial resources, and lack the integrated frameworks of systems, norms, and standards that would enable them efficiently and effectively to managing protected areas. Organisations lack the tools to cope and adapt to changing circumstances, to play a leading role in in policy and decision-making processes, to develop and learn themselves as institutions, and to build the capacity of their personnel.
- The diversity of recognised managers and stewards of protected areas has widened to include indigenous peoples, local communities, civil society organisations, private owners, and consortia of diverse managers of collaboratively managed areas. The specific capacity needs and contributions of these groups are insufficiently understood and addressed.
- Capacity development activities that focus on indigenous peoples and local communities are often generated and undertaken by 'outside' entities and not developed by and for these peoples and communities. Consequently, they frequently miss methods, processes, and messages that are distinct and vital.
- There are no widely used reliable and replicable mechanisms to measure the changes caused by capacity development. Where evaluation of capacity development is undertaken, it focuses mainly on inputs and outputs rather than outcomes, impacts, or performance. Reliable evidence of the effectiveness of capacity development would provide new and strong arguments to managing organisations, donors, and development agencies for increasing investments and making capacity development more efficient and responsive.
- In many countries, capacity development is often managed and delivered by outside entities such as NGOs and aid organizations, providing no on-going institutionalised framework for continuous availability and delivery of learning opportunities.

## CAPACITY DEVELOPMENT AND THE PROMISE OF SYDNEY

As a result of presentations, workshops and discussions at the World Parks Congress in November 2015, the Promise of Sydney included ten recommendations for capacity development (see Box 1). The SFCD has been developed in pursuit of Recommendation 1, while the main elements of the SFCD include many aspects included in the other recommendations.

### Box 1 Capacity development recommendations from the Promise of Sydney

**Recommendation 1:** To advance a Strategic Framework for Capacity Development (SFCD)<sup>1</sup> that will guide the development of capacity at different levels to enable and support the transformational change required to mainstream protected areas into greater society goals, resulting in firmly positioning them as an essential tool for achieving conservation and broader development objectives.

**Recommendation 2:** To recognize the links between the individual, organizational, and societal capacities and the need for strategies and programmes to address all three. Capacity development should be planned, implemented, and evaluated in strategic, aligned, and integrated ways to reach these three levels for more effective and sustainable impact.

**Recommendation 3:** To advance new partnerships and strong commitments that would help with the implementation of the SFCD in the context of The Promise of Sydney. This will involve: working with the donor community to establish strategies for project design and funding that foster long term, locally owned, and sustainable forms of capacity development; reaching out to other sectors to exchange experience and know-how in capacity development; ensuring wide availability of cumulative experience, outputs, and outcomes from capacity development activities; and promoting the adoption of minimum standards and innovations across protected area entities.

**Recommendation 4:** To initiate programmes that address the intangible aspects of capacity, such as social acceptance of conservation and protected areas, 'political will', institutional cultures, relationship building, and cultural factors that support protection and sustainable management and personal motivation and willingness to support protected areas.

**Recommendation 5:** To encourage and enable improved local ownership and direction of capacity development, based on comprehensive participatory needs assessments and leading to appropriate, affordable, and sustainable national/local strategies and actions.

**Recommendation 6:** To strengthen capacities of protected area organizations of all types to recruit, engage, develop, and support people in ways that will maintain, improve, and sustain commitment and performance.

**Recommendation 7:** To promote and support an accessible diversity of suitable learning approaches, techniques, tools, materials, and support mechanisms (reaching far beyond training) to support long-term capacity development for individuals and organizations across all protected area categories and governance types, including indigenous and community-conserved areas.

**Recommendation 8:** To promote and support recognition of protected area managers, stewards, and custodians from all types of protected area 'professionals' through systems and tools for professionalization that strengthen performance in protected area management via competent individuals and effective organizations.

**Recommendation 9:** To ensure that capacity development initiatives address the needs of the full diverse range of protected area managers, managing entities, categories, and governance systems. In particular: to identify and meet specific capacities and capacity development needs of indigenous and local community protected area stewards; to address the needs of co-managers of multifunctional protected areas and other partners new to protected area management; and to build the capacities of other sectors to integrate protected areas into their plans and activities (in particular spatial planning, forestry, agriculture, water management, law, and disaster management).

**Recommendation 10:** To develop a standard, globally relevant system for measuring and assessing capacity development in terms of input, reaction, learning, behaviour change, and impact. This is essential if we are to produce the evidence needed to make the case for the centrality of capacity development to enhancing the ability of people, organizations, and enabling environments to support overall protected area goals.

<sup>1</sup> The original term used was 'Road Map', but many considered that the term to be inappropriate in the context of protected areas and the threats posed to them by roads.

## THE STRATEGIC FRAMEWORK

### VISION, AIM AND KEY OBJECTIVE FOR PROTECTED AREAS CAPACITY DEVELOPMENT 2015 - 2025

The IUCN WCPA Protected Areas Capacity Development Programme has coordinated a process of consultation and assessments of lessons learned from capacity development<sup>2</sup>, leading to the following **new vision** for protected areas capacity development:

Protected and conserved areas across the world are effectively, efficiently, and equitably managed and governed using state of the art skills, knowledge, and best practices stemming from a diversity of traditions and cultures.

Working towards this vision, a first draft of the Strategic Framework for Capacity Development was presented and discussed during the World Parks Congress, in order to solicit feedback and support, and to promote new partnerships to secure strong commitments that would help with its implementation in the context of The Promise of Sydney.

The **overall aim** of the SFCD is:

*Individuals, organisations and wider society have the capacities that will enable and support the transformational change required to mainstream protected areas into broader societal goals, firmly positioning them as essential tools for achieving conservation and development objectives.*

The 10-year **objective** of the SFCD is:

*Long-term and sustainable protected area capacity development opportunities, programmes and products provide a foundation that will assist more effective, efficient, just, and equitable management of all types of protected areas, enhancing the ability of countries to meet their commitments under the Convention on Biological Diversity's Programme of Work for Protected Areas (POWPA) and the Aichi Targets.*

In the context of the theme of the IUCN World Parks Congress and within the framework of the CBD/POWPA this means:

**Protected Areas:** ensuring that protected areas are managed effectively and equitably to achieve outcomes of conserving biodiversity and maintaining ecosystem services in systems that are representative and connected.

**People:** ensuring that protected areas are governed and engaged appropriately through diverse governance arrangements and that costs and benefits are equitably and justly distributed.

**Planet:** ensuring that protected areas are appropriately mainstreamed into development considerations through the provision of essential services and values, and through integration into development priorities, plans, and programmes at the landscape and seascape scale.

### KEY ASSUMPTIONS

The key **assumptions** for the effective implementation of the SFCD are that:

- Capacity development opportunities, programmes, and products receive a good buy-in from the protected areas constituency. To ensure this, they should be practical, equitable, affordable, relevant, timely, and based on convincing case studies and best practices that are geographically, culturally, and thematically balanced.

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<sup>2</sup> Consultation and planning events have included: WPALF/WPC Joint Stream Leaders Meeting (Charlestown, 13-16 October 2013); Workshop on Curriculum Development and GPPPAM and the WPC-CD Road Map (New York, November 2013), Asian Parks Congress (Japan, 12-17 November 2013); EU-Environment and Development Days (Brussels, 26-27 November 2013); 9th Pacific Islands Conference on Nature Conservation and Protected Areas (Fiji, 1-5 December 2013); Meso-American Protected Areas Congress (March 2014); WCPA and BIOPAMA Capacity Development Meeting (Cuernavaca, Mexico (22-24 March 2014); World Parks Congress (Sydney, Australia, November 2014).

- Protected area institutions recognize and give greater value to human resources at all levels by encouraging staff to enhance their competences<sup>3</sup> and by providing them with adequate incentives for career and professional development.
- National governments adopt and implement capacity development programmes and activities that are compatible with the SFCD and prioritize investments in capacity development for protected and other conserved areas, not only in their national protected area policies, but also in cross-sectoral policies linked to the planning, management, and governance of these areas.
- Donors and other major providers of support for protected area management organise and coordinate their capacity development activities to be compatible with objectives of the SFCD and supportive of efforts of traditional managers from local communities and indigenous populations, and national government and private area managers.
- Protected areas planning and management is recognized by society as an indispensable profession at the levels of others that are essential for human well-being.
- New mechanisms are created to promote on-going collective reflection and learning from experience among stakeholders involved in protected areas management and capacity development.
- Progress in developing capacity is assessed by international conventions and agreements at the same level of priority given to other objectives and specific targets.

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## STRATEGIC APPROACHES

Protected areas capacity development in the next decade should be underpinned by the following strategic approaches. It should:

1. Encourage and enable improved, institutionalized capacity development programmes fully grounded in local ownership and direction, based on comprehensive participatory needs assessments that lead to appropriate, affordable, diverse, and sustainable national/local strategies and actions.
2. Take the form of long-term programmes as well as short-term interventions. Individuals, organizations, states, and societies should be enabled to make continued and best possible use of abilities, networks, social relationships, skills, and knowledge, including traditional knowledge and culturally appropriate management practices.<sup>4</sup>
3. Strengthen capacities of protected area organizations of all types to recruit, engage, develop, and support people in ways that will maintain, improve, and sustain commitment and performance.
4. Recognise the links and interdependencies between individual, organisational, and societal capacities, and the need for strategies and programmes to address all three.
5. Employ an accessible diversity of appropriate learning approaches, techniques, tools, and materials (reaching far beyond training) to support long-term capacity development for individuals and organizations in all types of protected area and conserved territory.
6. Make best use of the experience in capacity development and human resource management of other sectors.
7. Be accessible and relevant to the full diversity of current and future protected area managers, personnel, custodians and stewards.

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<sup>3</sup> The words 'competences' and 'competencies' are spelled differently, but used interchangeably. The Oxford English Dictionary has them as synonymous. However many experts differentiate them. The most common (but not universal) view is that a competency is a specific element of overall competence. 'I have good competence as a biological surveyor, because I have all the competencies required for the job'. This document uses the 'competences' spelling and this definition.

<sup>4</sup> Capacity development is defined by OECD (2006) as the process by which individuals, groups and organizations, institutions and countries develop, enhance and organize their systems, resources and knowledge; all reflected in their abilities, individually and collectively, to perform functions, solve problems and achieve objectives. UNDP (2008) defines capacity development as 'the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time'.

8. Consider the intangible aspects of capacity, such as social acceptance of conservation and protected areas, 'political will', institutional cultures, relationship building, leadership building, and cultural factors that support protection and sustainable management and personal motivation and willingness to support protected areas.
9. Measure the impact of capacity development on achievement of long-term conservation and development goals, as well as the effectiveness of different approaches and methods.
10. Apply the experience that has been gained in long-established urban protected areas, and the corresponding concepts that have been developed, in less populated locations, since urban protected areas can offer lessons and solutions to specific human density related management problems.

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## MEASURES OF SUCCESS

It can be challenging to measure the overall impact of capacity development, but the implementation of the SFCD should contribute to improvements in standard systems for assessing the management of protected areas. These include:

1. Improvements in the proportion of protected areas that are considered as 'well managed' in assessments using the Protected Area Management Effectiveness Tracking Tool and equivalent assessments.
2. Improvements in the quality of management of World Heritage Sites, as assessed under the IUCN World Heritage Outlook, especially the criteria for protection and management.
3. Improvements in the number of protected areas meeting international standards, such as the IUCN Green List or the Council of Europe Diploma of Protected Areas.
4. Improvements of performance in European Natura 2000 sites, based on the indicators used in the EU State of Nature Review.

## FOCAL GROUPS FOR CAPACITY DEVELOPMENT 2015-2025

The focus of capacity development activities should be on two major, overlapping groups and those that form the wider 'enabling environment' in which they function (see Figure 1). Each group is defined in detail in the following sections.

It should be noted that Circle A and Circle B are not exclusive; they can and do overlap to a greater or lesser extent.

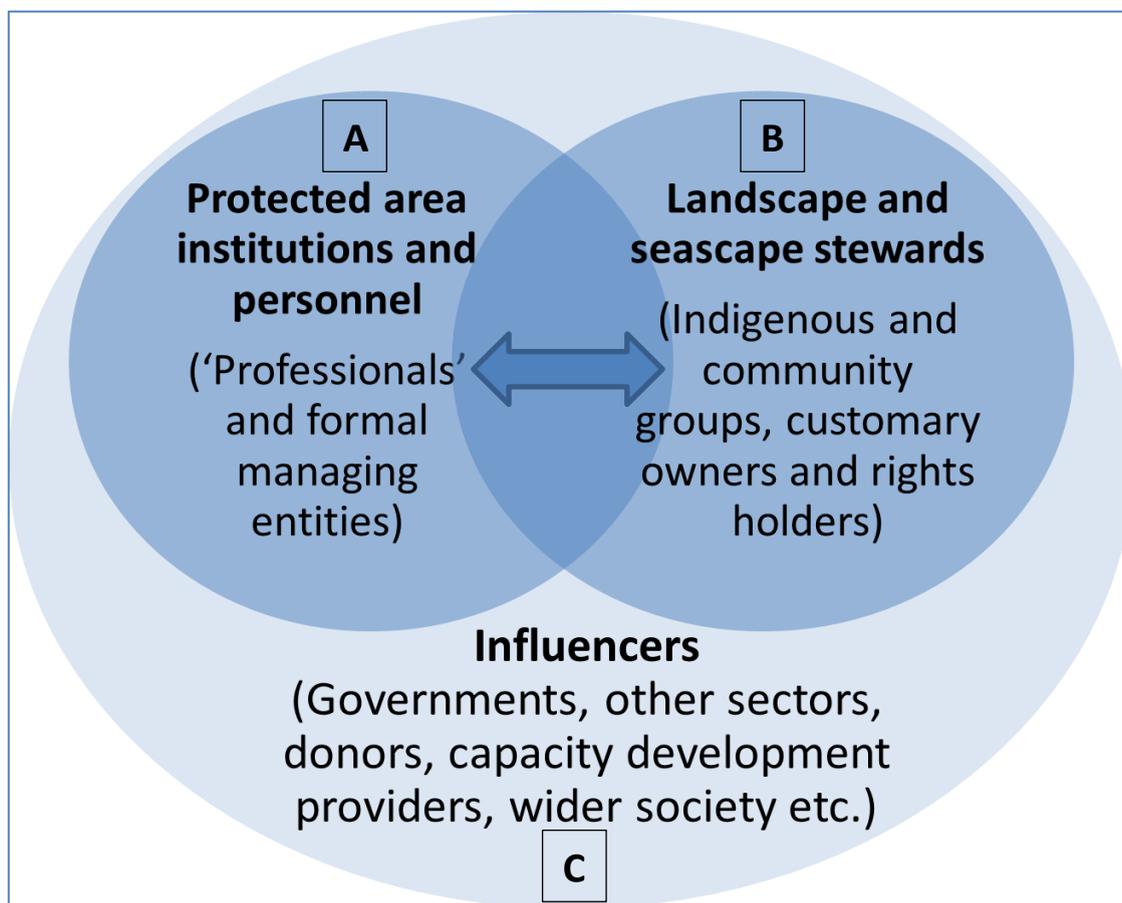


Figure 1. Focal groups for capacity development.

Note that Circle A and Circle B are not exclusive and can overlap to a greater or lesser extent

### A. PROTECTED AREA INSTITUTIONS AND PERSONNEL

This group covers primarily organisations and individuals whose presence and jobs are largely by the existence of the protected area, and which have formal legal responsibilities for managing protected areas. Members of this group are often characterised as 'protected area professionals', since their official duties significantly include protected area management.

Using the categorisation of Borrini-Feyerabend *et al.* (2013)<sup>5</sup>, two main sets of actors are included.

(i) 'Governmental Actors' including the following.

- Protected area managers and staff (government personnel or contracted).
- Local elected and/or appointed authorities.

<sup>5</sup> Borrini-Feyerabend, G., N. Dudley, T. Jaeger, B. Lassen, N. Pathak Broome, A. Phillips and T. Sandwith (2013). *Governance of Protected Areas: From understanding to action*. Best Practice Protected Area Guidelines Series No. 20, Gland, Switzerland:

- National or sub-national agencies responsible for protected area systems (including parastatal agencies).
- Agencies and staff from various government sectors directly concerning natural resources (e.g., water, agriculture, forestry, fisheries, research).
- Government departments and government-run commercial enterprises interested in natural resources, e.g., for the provision of food, timber and water, and for disaster mitigation.
- Tribal governments and governments of first nations recognised at national or federal level.

(ii) Some '**Non-governmental actors**' including formal managing entities that own and/or manage protected areas such as NGOs, research and teaching institutions, and private companies or individuals.

Four main groups of individuals within this Circle have been identified as high priorities for capacity development over the next 10-year period:

- Senior Managers/Directors (at the site and system level).
- Entry level and mid-career professionals.
- Rangers and other field staff.
- Specialists engaged in designing and implementing protected area projects.

It is also essential to recognise that successful capacity development of individuals is dependent on the operational effectiveness of the organisations that employ and supervise them.

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## CRITICAL FACTORS

1. There is constant need to update technical skills for protected area management, as well as to gain knowledge and awareness of new trends, policies, and approaches. To meet the diversity of demands in protected area management, most personnel have to be multi-skilled.
2. Protected area personnel also require core skills related to organization, leadership, critical and systems thinking, adaptive management etc. These topics need greater attention in capacity development.
3. Recruiting qualified protected area personnel and retaining them are challenges that require urgent attention. Pre-entry education needs to be more relevant. Investing in on-going training and learning, and recognising and rewarding the capacity of staff can help offset the potential disincentives of poor remuneration and difficult working conditions.
4. Institutional support, capacity development, personal development, and career advancement would benefit from formal recognition of the profession/occupation of protected area specialists, including rangers.
5. Many capacity development activities aimed at these groups have focused on short-term one-off training events or higher-level academic programmes. More affordable, sustainable, and often equally or more effective learning routes receive less attention.
6. Many protected areas need to need to improve their capacity to adopt new approaches, address new threats, seek new opportunities and partnerships, improve operational effectiveness, manage adaptively, and to act as people-centred, 'learning organizations'.
7. There is a need to establish enabling environments where continuous learning is valued, encouraged, and supported by leaders.

## B. LANDSCAPE AND SEASCAPE STEWARDS

These include a wide range of non-governmental actors engaged in managing protected areas. They are unlikely to have been constituted for the purpose of managing protected areas and their presence and activities are not necessarily primarily defined by the existence of the protected area. The group includes the following (based on Borrini-Feyerabend *et al.* (2013) *op cit.*)

- Local land and resource managers (such as landowners who have or could set up their own private reserves; members of customary institutions governing and conserving the natural resources held in common by indigenous peoples and local communities; farmers; fishers; users of natural resources exercising traditional occupations depending on sustainable use).
- Resident indigenous peoples and local communities, as well as users of areas and resources in and around government protected areas (both mobile and settled communities, migrant and translocated communities).
- NGOs who specifically buy or acquire land for conservation purposes.
- Faith organisations with buildings or sacred natural sites within protected areas or pilgrimage routes running through them.

Of this group, a priority focus for the next 10 years should be indigenous peoples and local communities, who own, manage or co-manage and/or maintain protected areas, community conserved areas, and other bio cultural landscapes that deliver biodiversity outcomes.

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## CRITICAL FACTORS

1. Areas effectively owned and/or managed for biodiversity by indigenous peoples and local communities equal or exceed the number and extent of protected areas recognised in the World Database on Protected Areas. Recognising these areas, and supporting capacity of those who care for them, should dramatically increase the proportion of the planet under effective management that supports biodiversity.
2. Indigenous peoples and local community members may choose to make use of existing tools and approaches related to ‘professionalization’ and to consider themselves as professionals<sup>6</sup>. But these groups often have additional and specific capacity development needs, and also possess distinct and vital capacities beyond those normally defined by technical and managerial analyses. Indigenous peoples and local community members who wish to be recognized as professionals should be able to do so, and pathways for this should take their unique needs and contributions into account.
3. Tailored resources are lacking for capacity development for, by, and within indigenous and local communities.
4. Decision-making processes in indigenous and local communities are distinct conceptually and temporally from those of conventional organisations and therefore capacity development planning processes, tools, and timelines need to mesh with their needs.

## C. INFLUENCERS

These are all of the entities and groups whose policies, decisions, attitudes and activities influence capacity development and the management of protected areas. Achieving the long-term sustainability of capacity development measures and the goal of mainstreaming protected areas into wider society depends on the understanding, positive support, and engagement of these groups. They include:

- Local and national government entities with mandates and responsibilities affecting protected areas, lands, seas, natural resources, and development.

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<sup>6</sup> Discussions at the World Parks Congress in Sydney revealed that while some representatives of indigenous peoples and local communities consider themselves as professionals, others do not identify with the term.

- Private sector organisations whose activities directly affect protected areas (positively or negatively).
- Civil society organisations with an interest in protected areas, rural development, and natural resources.
- Donors and providers of technical assistance with an interest in conservation, protected areas, rural development, and natural resources and services.
- Institutions and individuals that provide and in many cases certify capacity development. These include training centres, colleges, universities, human resource and capacity development departments within protected area managing organisations, private sector training companies and individual trainers and mentors.
- The general public, both in and around protected areas and more widely.

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## CRITICAL FACTORS

1. Despite general recognition of the importance of the intrinsic values of protected areas and their contribution to economies and human well-being, this has not been translated into adequate funding and staffing levels by decision-makers and governing institutions. Much is being done to provide evidence of the values of protected areas and the benefits of investing in them, but there is still a long way to go.
2. The new paradigm for protected areas presented in the Durban Accord in the Vth World Parks Congress in 2003 is still not widely acknowledged. There is still a widespread general perception that protected areas focus solely on protectionist agendas and management regimes. These views are held by many local communities, and often too by decision makers and the general public.
3. Protected areas are not fully and positively integrated into regional and national land use and development planning.
4. In the past decade, many educational institutions around the world have developed higher-level programmes related to protected area management, and new specialised training centres have been established. The number of available validated qualifications has also grown. While these are mainly postgraduate degrees, the content of the programmes is becoming more vocational and less purely academic. However, these programmes do not always make use of best practices from around the world, and pedagogical improvements are required to adopt more vocationally oriented approaches. There is still a lack of accessible modular vocational and competence based programmes through which protected area workers can gain and upgrade their knowledge and skill base and qualifications.
5. Achieving some of the changes required in the 'enabling environment' is beyond the scope of a capacity development initiative alone. It requires coordination with other IUCN Commissions, notably the Commission on Education and Communication (CEC), Commission on Environmental, Economic and Social Policy (CEESP), and the World Commission on Environmental Law (WCEL).

## PROGRAMMES, GOALS AND OBJECTIVES

The SFCD does not attempt to resolve every issue affecting every focal group, nor to identify every specific need for capacity development among these groups; this would be unrealistic in the context of a general strategy. Rather, it focuses on four main programmes towards achieving its long-term goal, building on successes over the past ten years and addressing critical barriers to improved capacity. The programmes are not elaborated in detail; it is the intention that each programme will be adopted entirely or in parts by various organisations, consortia, and projects, which will then develop more detailed plans and programmes that work towards the agreed objectives, with the support, encouragement, and coordination of IUCN WCPA.

### PROGRAMME 1: PROFESSIONALIZATION

This relates primarily to 'Circle A' in Figure 1.

#### GOAL: PROTECTED AREA MANAGEMENT IS WIDELY RECOGNISED AS A DISTINCT, MULTIDISCIPLINARY PROFESSION WITH ITS OWN SPECIALIST OCCUPATIONS AND STANDARDS

Protected area management should be widely recognised as a distinct profession (in the same way as forestry, for example, is recognised), and suitably qualified and/or experienced managers, personnel, stewards, and custodians should be recognized as 'professionals'. Standards, systems, and tools should be in place that will support professionalization and strengthen performance in protected area management by competent individuals and effective organizations. Efforts to officially professionalize protected area occupations could where possible be integrated with national PoWPA and Biodiversity plans.

**RATIONALE:** Professionalization approaches foster the use of recognized standards of competence and performance, and the integration of these standards into professional development, career structures, and systems of performance recognition, as well as organizational culture and practices. For protected areas, the ultimate goal is to strengthen organizational effectiveness and thereby the effectiveness of protected areas.

Despite being responsible for the complex management of a significant proportion of the world's natural capital and surface area, protected area management is still not widely recognized as a distinct profession with its own standards, qualifications, and career structure. Over the last decade, the protected area sector has generated a wealth of valuable skill-building tools and knowledge products, yet lags behind in integrating into every-day and long-term operation of protected areas and other area-based conservation measures. Protected area institutions often struggle to build and retain internal talent and to develop learning organizations. Investments in capacity development in many parts of the world are still fragmentary, short-term (project-based), and largely externally driven. While there are now increasing examples of good practice, there remains a narrow focus on knowledge as opposed to competence and performance, and insufficient attention is paid to the more intangible aspects of capacity at all levels. In the decade ahead, we need to achieve sustainable, institutionalized investments in professional competence and organizational development to transform protected areas in terms of effectiveness and impact.

#### OBJECTIVE 1.1: A SET OF GLOBAL TOOLS, GUIDANCE, AND SUPPORT MATERIALS IS MADE AVAILABLE THROUGH IUCN WCPA TO SUPPORT DEVELOPMENT OF COMPETENCE BASED APPROACHES.

##### TASKS

- 1.1.1. Finalise, publish, and disseminate the global register of protected area competences at Levels 1-4. (2015).
- 1.1.2. Finalise, publish, and disseminate guidance materials (including reviews of model programmes) on how to use the competences to design locally relevant capacity development programmes, needs assessments, performance reviews, etc. (2015).

- 1.1.3. Finalize, publish, and disseminate guidance materials on how to conduct comprehensive needs assessments and plan for competency-based capacity development programs for protected area systems. (2016).
- 1.1.4. Linked to development of the Body of Knowledge, conduct a rapid review of the availability of up to date learning resources for all the competences. Major gaps should be identified and prioritised and IUCN WCPA and donors encouraged to fill them. (2015).
- 1.1.5. Research, establish, and make available online a global 'Body of Knowledge', cross referenced to the global competence register, and providing access to verified learning materials, courses, curricula, and guidance. (2016).

**OBJECTIVE 1.2: PROTECTED AREA OCCUPATIONS ('SPECIALIST/TECHNICIAN' AND 'RANGER') AND ASSOCIATED STANDARDS ARE OFFICIALLY REGISTERED IN AT LEAST TEN COUNTRIES.**

Some countries maintain official registers of approved occupations and associated professional standards and competences. Where this occurs, registration of protected area occupations would be a major step towards improved professional recognition. Efforts towards this objective are currently under way in Eastern Europe, Central America and Indonesia; early successes can be used as models/examples for scaling up efforts and implementing new projects in additional regions.

**TASKS**

- 1.2.1. Promote and support existing efforts to secure the registration of protected area occupations and occupational standards in Romania, Croatia, Georgia and other countries in Eastern Europe.
- 1.2.2. Promote and support existing efforts to secure the registration of protected area occupations and occupational standards in Latin America.
- 1.2.3. Promote and support existing efforts to secure the registration of protected area occupations and occupational standards in Indonesia and other countries in the Coral Triangle.
- 1.2.4. Publish and disseminate a set of guidance notes for occupational registration and lessons learned from the registration process. Use these to promote similar initiatives in other relevant countries.

**OBJECTIVE 1.3: ENABLE PROTECTED AREA EMPLOYERS AND TRAINING/EDUCATION PROVIDERS TO ADOPT COMPETENCE BASED APPROACHES TO BUILDING THE CAPACITY OF PROTECTED AREA STAFF (PRE ENTRY AND IN-SERVICE).**

**TASKS**

- 1.3.1. Finalise, publish and disseminate guidance materials (including reviews of model programmes) on performance assessment, verification and certification. (2015).
- 1.3.2. Develop and implement criteria and a mechanism for endorsement by IUCN of systems of competence based assessment, verification, and certification at global competence levels 1-4. The mechanism should be adaptable to a wide range of providers/certifying bodies (e.g. training centres, universities, national certifying bodies, self-certifying systems) (2018).
- 1.3.3. At least ten protected areas/protected area management agencies representing all IUCN protected area categories and governance types are piloting model approaches for internal capacity development and establishment of learning organisations (2018).  
  
These sites should act as incubators and replicators of professionalization projects and measure links to changes in management effectiveness. These approaches could be linked to IUCN Green List sites or UNESCO World Heritage Sites (2018).
- 1.3.4. At least five major regional or major national vocational training centres offer IUCN-endorsed capacity development, assessment, and certification programmes for rangers and technical/managerial occupations

(global competence levels 1 and 2), based on national/regional sector defined competences and competence based assessments (2020).

- 1.3.5. At least five universities representing all continents and major language groups offer IUCN-endorsed higher-level capacity development, assessment, and certification programmes (global competence levels 2, 3 and 4) based on sector-defined competences and competence based assessments (2020).
- 1.3.6. At least five forestry/agricultural/coastal/marine training colleges representing all continents and major language groups offer competence based capacity development modules and IUCN endorsed assessment and certification schemes (global competence levels 1, 2 and 3), based on sector defined competences and competence based assessments (2020).
- 1.3.7. Establish an IUCN WCPA endorsed global, '*Protected Area Managers Professional Association*'. This should follow on the growing success and influence of the International Ranger Federation. (2018).

This should ensure proper sector and practitioner based development of professional standards and represent the needs and interests of protected area professionals globally. Ideally, it would establish its own standards for membership and programmes of continuing professional development. Members from developed countries would pay fees that support members from developing countries.

#### **OBJECTIVE 1.4: PROTECTED AREA MANAGING ORGANISATIONS ARE SUPPORTED AND ENABLED TO IMPROVE AND UPDATE WORKING PRACTICES.**

##### **TASKS**

- 1.4.1. Prepare IUCN guidelines and tools for improved organisational management of protected areas. (2017).

These should focus on topics such as organisational structures and staff roles, organisational leadership and direction, human resource management, performance assessment, project and activity management, financial planning and management, managing infrastructure and equipment.
- 1.4.2 Engage donors and supporters of protected area projects to support organisational development activities in projects. (2017).

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## PROGRAMME 2: INDIGENOUS PEOPLES AND LOCAL COMMUNITIES

This goal relates primarily to 'Circle B' in Figure 1.

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### GOAL: CAPACITY DEVELOPMENT INITIATIVES INCLUDE AND ADDRESS THE SPECIFIC NEEDS OF INDIGENOUS, TRADITIONAL, AND LOCAL COMMUNITY STEWARDS OF PROTECTED AREAS AND OTHER CONSERVED TERRITORIES.

**RATIONALE:** To date, most capacity development with relation to indigenous peoples and local communities has focused on means for conventional protected area personnel to engage with resident communities. Framing the issues from the perspective of capacity development by and for indigenous peoples and local communities entails a distinct set of skills and tools, including application and maintenance of traditional knowledge and customary management systems by the recognized custodians of this knowledge. Indigenous peoples' decision-making processes are distinct conceptually and temporally from conventional government systems, and therefore tailored tools will resonate best with the target audiences. Furthermore, indigenous peoples and local groups can have an important role to play in building the capacity of protected area staff.

#### **OBJECTIVE 2.1: INNOVATIVE LEARNING ROUTES ARE DEVELOPED AND IMPLEMENTED TO ENABLE CAPACITY DEVELOPMENT BY INDIGENOUS AND LOCAL COMMUNITY STEWARDS.**

##### **TASKS**

- 2.1.1. Compile and publish a review and assessment of capacities and needs of indigenous and local community stewards/managers (in a contrasting range of sites and regions), capacity development approaches used by these groups, and guidance on appropriate approaches to capacity development. (2017).
- 2.1.2. Develop and pilot course materials on indigenous conservation that take into account the combination of diverse knowledge systems, skills, and capacities, and integrating a rights-based approach. (2018).
- 2.1.3. Support at least five community-based organizations to develop and test new, model capacity needs assessments and comprehensive long-term capacity development programmes using appropriate learning routes. (2019).
- 2.1.4. Establish a network of developers and trainers to promote and support initiatives, products, and processes developed under Task 2.1.1. (2020).
- 2.1.5. Identify a set of at least 10 representative community-managed areas for implementing and testing needs assessments and tailored capacity development approaches and for conducting assessments on the impact and effectiveness of capacity development measures. (2021).

#### **OBJECTIVE 2.2: DIVERSE PATHWAYS OF ENGAGEMENT ARE ESTABLISHED AND SUPPORTED WITHIN AND BETWEEN INDIGENOUS AND LOCAL COMMUNITIES.**

Peer to peer mentoring and exchange visits are especially valuable as a way of building capacity. Fostering regional and national peer-to-peer networks will help in meeting the capacity development needs, and support the activities under Objective 2.1 and in ensuring that capacity development activities are owned and driven by local communities.

##### **TASKS**

- 2.2.1. Establish a peer-to-peer network among local and indigenous communities in one region and create opportunities for at least ten ICCA and/or co-managed protected area communities to develop and implement strategies for engagement within and between communities. (2018).
- 2.2.2. Develop strategies with communities to obtain feedback and evaluation about how they have used the network established under task 2.2.1, and evaluate the usefulness of diversifying engagement pathways within and between communities. (2019).

2.2.3. Prepare, publish, and disseminate, using diverse media, best practice and examples of establishing and maintaining diverse engagement pathways. (2020).

### **OBJECTIVE 2.3: LEGAL LITERACY IS IMPROVED AMONG INDIGENOUS PEOPLES AND LOCAL COMMUNITIES**

This aspect of capacity was specifically identified as a neglected priority during the World Parks Congress.

#### **TASKS**

2.3.1. Develop, pilot and disseminate capacity-building resources on law and legal issues related to protected areas specifically for indigenous peoples, local communities and other relevant stakeholders. (2016).

Depending on local needs, resources are likely to address the following main issues:

- a) Links between law and protected area governance and management (actors, rights, interests, legal tools, influencing factors).
- b) Generic elements of protected area law (e.g. definitions, objectives, principles, institutions, planning, types/categories, zonation, management, compliance and enforcement, infrastructure development and maintenance, and financing).
- c) Special legal issues (e.g. connectivity, marine protected areas, transboundary protected areas, buffer and sustainable use zones).
- d) Practical legal skills (negotiation, conflict resolution, understanding legal language, reviewing and drafting protected area-related legal documents).

2.3.2. Identify partners and regional nodes to promote legal literacy among all relevant stakeholders, and build their capacity to make use of the capacity-building resources developed and to adapt them to suit local contexts. (2018).

2.3.3. Prepare, publish, and disseminate a global review of protected areas legislation (including both statutory and customary law), specifically in relation to the role of indigenous peoples and local communities, capturing the current state of affairs, identifying best legal practices, and highlighting key legal issues requiring further attention and capacity development. (2018).

2.3.4. Drawing from the global study, review and update the current IUCN Guidelines on Protected Areas Legislation and other relevant guidance documents. (Ongoing)

### **OBJECTIVE 2.4: LEARNING PLATFORMS ARE DEVELOPED AND SUPPORTED IN COMMUNITY BASED RECORDING, MONITORING, AND REPORTING OF MANAGED AREAS.**

Recording and monitoring is critical for adaptive management yet frequently existing indicators and monitoring systems are not relevant to daily lives of local communities, and recording and monitoring systems fail without continued outside support.

#### **TASKS**

2.4.1. Develop training guidelines for community-relevant and feasible bio cultural indicator frameworks and community-appropriate recording and reporting systems for health of community-managed land and seascapes. (2016).

2.4.2. Bio cultural indicator framework and reporting training platform tested in six model communities. (2018).

2.4.3. Bio cultural indicator framework capacity development guidelines refined and training platform adopted in 15 communities. (2021).

2.4.4. Bio cultural indicator framework results and analysis across groups reported and launched at the next World Parks Congress, showing how the training platform and framework can allow for comparison across groups. (2023).

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## PROGRAMME 3: ENABLING CAPACITY DEVELOPMENT

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### GOAL: RESOURCES AND SUPPORT ARE AVAILABLE TO IMPLEMENT THE STRATEGIC FRAMEWORK FOR CAPACITY DEVELOPMENT

**RATIONALE:** While continued major investment in capacity development is vital, in order for these investments to be sustainable, the emphasis of capacity development interventions needs to shift from being project-driven to being institutionalised within and owned by protected area managing organisations and community organisations. This will also facilitate a move away from (relatively expensive) short-term training to more diverse, cost efficient, and often more effective and sustainable learning methods. These range from workplace learning to learning through new communication technologies. Many of the elements of the strategic framework for capacity development document are intended to promote this approach.

While the availability of relevant, good quality higher degrees is increasing, the programmes offered (and associated subsistence costs) are often too expensive for students from many countries, who rely on a limited number of scholarships and support grants. In addition, there are particular risks associated with establishing permanent training centres for protected area staff. Experience has shown that except in some large countries and cooperating regions, the relatively low number of trainees and high overhead mean that most such centres become unviable after an initial surge of training. Housing permanent training centres within existing educational and vocational institutions is an attractive option that should be considered more often, albeit that they often face similar problems as described above. New approaches are required to boost scholarship funds, develop partnerships with local universities, develop distance learning, and introduce modular programmes that enable credit accumulation and transfers. Importantly, capacity development donors should design their investments with long-term sustainability in mind.

#### **OBJECTIVE 3.1: MAJOR DONORS AND PROVIDERS OF TECHNICAL ASSISTANCE COOPERATE TO SUPPORT INTEGRATED CAPACITY DEVELOPMENT**

##### **TASKS**

3.1.1. Seek and secure donor and project support for a global programme for implementation of the SFCD. (2015 onwards).

This is likely to involve a range of donors and projects supporting diverse programme elements in various ways.

3.1.2. Seek and secure agreement from major donors and providers of technical assistance to invest in capacity development programmes that meet the guiding principles, objectives, and actions within the SFCD. (2015 onwards).

This could lead to an agreement and global protocol for adoption at the 2016 World Conservation Congress by donors and providers of technical assistance for the design, implementation and evaluation of capacity development programmes.

#### **OBJECTIVE 3.2: INSTITUTIONAL AND HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT ARE BETTER INCORPORATED INTO STANDARD MEASURES OF PROTECTED AREA PERFORMANCE.**

##### **TASKS**

3.2.1 Secure inclusion of individual and institutional capacity criteria in widely used measures of protected area performance. (2015 onwards)

These include in particular the Management Effectiveness Tracking Tool and other management effectiveness assessment methodologies, the World Heritage Outlook, the IUCN Green List, the Council of Europe Diploma of Protected Areas and assessments of the performance of the European Natura 2000/Emerald Networks.

- 3.2.2 Identify means by which human resource and institutional factors can be explicitly linked to improvements in protected area performance. See also programme 4. (2015 onwards).

**OBJECTIVE 3.3: NATIONAL PROTECTED AREA AGENCIES IN AT LEAST TEN COUNTRIES DEVELOP AND ADOPT DETAILED, BUDGETED CAPACITY BUILDING STRATEGIES AND PLANS**

Institutionalising capacity development within protected area managing organisations would greatly increase its ownership, sustainability and impact. Measures for institutionalisation include adopting internal budgeted strategies for capacity development, defining minimum entitlements for capacity development, and adopting competences and professional standards.

**TASKS**

- 3.3.1 Provide guidance and support regarding the format and process for preparing comprehensive capacity development strategies and plans for protected area staff and institutions. (2016).
- 3.3.2 Provide guidance on business planning and financial forecasting for centres and other capacity development approaches and scenarios. (2017).

**OBJECTIVE 3.4: INDIGENOUS-FOCUSED PHILANTHROPY IS BETTER MOBILISED TO SUPPORT RELEVANT CAPACITY DEVELOPMENT PROJECTS AND PROGRAMMES AROUND THE WORLD.**

Indigenous-focused philanthropy is grant making and support focused on indigenous peoples, who currently benefit from a very small proportion of global philanthropy.

**TASKS**

- 3.4.1 Establish a global indigenous-focused philanthropy network/funders group. (2018).
- 3.4.2 Identify best practices for indigenous-focused philanthropy, including non-monetary philanthropic considerations. (2019).

**OBJECTIVE 3.5: ACCESS TO LEARNING OPPORTUNITIES IS DIVERSIFIED AND WIDENED.**

**TASKS**

- 3.5.1 Prepare and disseminate guidance materials (including reviews of model programmes) on the range and applicability of suitable learning methods for protected area personnel. (2017).
- 3.5.2 Promote common/compatible approaches among major higher-level training providers (e.g. universities) leading to compatible courses, standards, approaches and qualifications. (2017).

This should be linked to the IUCN Global Register of Protected Area Competences. It should allow for development of modular programmes, mutual recognition of qualifications and, ideally, credit accumulation and transfer between programmes.

- 3.5.3 Promote partnerships for learning and assessment between established educational institutions offering protected area qualifications and partner institutions elsewhere in the world. (2018).

There is a need to enable wider and more affordable access to learning and qualifications, potentially through

- 3.5.4 Promote and develop diversified forms of learning and assessment that will improve and diversify access to learning and qualifications by in service and as well as pre-employment personnel. (2015 onwards).

Measures should include development of e-learning programmes, massive online open courses (MOOCs), establishment of local networks of assessors and trainers linked to educational institutions. The IUCN WCPA Global Partnership for Professionalizing Protected Areas Management (GPPPAM) initiative, now under development, is designed to address some of these learning needs.

3.5.5 Establish a global programme of professional mentoring for protected area personnel. (2015).

Build on the programme under development through the Global Parks organisation, and provide mentoring for personal and professional development including participation in learning programmes and gaining of qualifications.

3.5.8 Prepare recommended standards and guidance for 'training of trainers'. (2018).

'Training of trainers' features in many capacity development projects, but the precise meaning of this is often poorly defined. Guidance is required on development for trainers of both the technical capacities required to be an expert trainer, and the skills in communication, instructional techniques, mentoring, and assessment required to be an effective trainer.

3.5.9 Increase availability of scholarship funds for protected area learning. (2016).

This could be linked to institutions that are offering IUCN endorsed learning opportunities.

3.5.10 Improve opportunities for young people to develop careers in protected area management. (2017).

The World Parks Congress placed a strong emphasis on young people and in particular young professionals. While many of the measures in the SFCO will benefit young people, there is a specific need at present to encourage them to work in the sector. The global financial crisis has led many public authorities to freeze recruitment, and as the existing protected area workforce ages and retires, there will be a growing 'capacity gap' in organisations unless adequate means for succession planning are put in place now.

## PROGRAMME 4: EVALUATION OF CAPACITY DEVELOPMENT

**GOAL: THE CAPACITY DEVELOPMENT COMMUNITY MAKES USE OF AN EVIDENCE-BASED DIRECTORY OF PROCESSES, CRITERIA, AND INDICATORS FOR COMPREHENSIVELY MEASURING AND ASSESSING THE EFFECTIVENESS AND IMPACT OF CAPACITY DEVELOPMENT**

**RATIONALE:** Currently, most capacity development efforts are evaluated in terms of inputs, reaction, and immediate outputs; there are few examples where behaviour change and impacts are measured. As a result, and despite a growing range of tools, mechanisms and criteria for capacity development evaluation, we cannot evaluate fully the impact that capacity development strategies have had on conservation, applicability to different situations, their replication potential, or their transferability to other settings. Hence, there is a critical need to develop more rigorous, measurable, and impact-focused systems for evaluation of capacity development investments. However, we recognize that one set of metrics will not fit all situations and a directory of tools with annotations will facilitate use of standardized, but flexible metrics. A community of practice and a suite of case studies that sort through success stories, limitations, and lessons learned will be needed to help guide users through the process and to help in analyses across cases.

**OBJECTIVE 4.1: A SYSTEMATIC REVIEW IS AVAILABLE OF CAPACITY DEVELOPMENT EVALUATION, INCLUDING EVIDENCE OF IMPACT OF CAPACITY DEVELOPMENT STRATEGIES ON PROTECTED AREA AND CONSERVATION TARGETS AND OBJECTIVES**

### **TASKS**

4.1.1. Form a working group to coordinate and guide progress towards the objective. (2015).

4.1.2. Develop and peer-review a protocol for the systematic review. (2015).

This should include key words, priority questions for review, and the scope of materials to be used in review. The process should pilot question, determine categories of capacity development and review the range of approaches used and their outcomes.

4.1.3. Collect all relevant evidence and materials (published literature, grey literature, case studies, and interviews). (2016).

4.1.4. Complete first stage of review and engage the working group to review findings, discuss interpretations, and help draft final conclusions. (2016).

4.1.5. Present and discuss findings with major influencer groups, including donors. (2016) (See also Objective 3.1).

4.1.6. Publish and disseminate findings to the capacity development community. (2016).

**OBJECTIVE 4.2: CREATE AND MAKE AVAILABLE AN ANNOTATED DIRECTORY OF EVALUATION TOOLS, PRACTICES, AND PROCESSES INCLUDING CASE STUDIES AND EXAMPLES**

The directory will be appropriate for and tailored to multiple audiences, including protected area professionals, indigenous and local communities, donors, etc. It will consider the links and interdependencies between individual, organisational, and societal capacities and the need for strategies and programmes to address and evaluate capacity development at all three levels.

Potential elements of the directory will include capacity development evaluation processes and tools, as well as techniques and their applicability to different contexts/situations.

### **TASKS**

4.2.1. Prepare a comprehensive list of possible indicators for measuring capacity development, a set of guiding criteria for establishing indicators, guidance on establishing locally, self-determined indicators, possible standard indicators for capacity development for donors and implementation agencies and indicators for the performance of capacity development providers. (2017).

The process should make use of the systematic review to categorise best practices and assemble searchable materials on range of evaluation tools, practices, and processes used by the capacity development community.

- 4.2.2. Review the applicability and effectiveness of a range of commonly used capacity development techniques (see also Task 3.5.1). (2017).
- 4.2.3. Elaborate suitable case studies and examples that illustrate strengths and limitations of evaluation approaches used in capacity development. (2018).
- 4.2.4. Peer review and complete the annotated directory and make it available to the capacity development community. (2019).

#### **OBJECTIVE 4.3: DONORS AND ORGANISATIONS ARE USING A COMMON BASIC FRAMEWORK FOR SYSTEMATIC EVALUATION OF CAPACITY DEVELOPMENT**

The intention is that major donors adopt a more rigorous approach to designing capacity development (based on the findings under objectives 4.1 and 4.2), monitoring their implementation and measuring their impacts.

##### **TASKS**

- 4.3.1 Prepare an overview a summary of the main issues and findings to date for presentation to the donor community at the World Conservation Congress in Hawaii (2016).
- 4.3.2 Test adoption of a common basic framework for capacity development evaluation within IUCN and member programmes (2017).
- 4.3.3 Work with major donors and organisations to develop and roll out a common basic framework/minimum standard for evaluating capacity development (2018).  
This should include guidance for development, inclusion and application of measurable indicators and evaluation processes in donor assisted capacity development programmes, projects, initiatives.

#### **OBJECTIVE 4.4: USE OF SUPPORT MATERIALS FOR EVALUATING CAPACITY DEVELOPMENT HAS BEEN ADOPTED AND THE RESULTS DOCUMENTED**

This should take place in the following contexts: protected area workplace learning environments; technical vocational training institutions (e.g. forestry and wildlife colleges); universities; community and indigenous peoples learning environments; self-directed/individual learning situations.

##### **TASKS**

- 4.4.1. Establish and maintain a Community of Practice on evaluation to test materials and share lessons learned. (2015 onwards).  
This should be focused not only on evaluation of practical/tangible aspects of capacity development, but also on intangible and indirect aspects.
- 4.4.2. Promote and provide support to users of the directory and evaluation tools and materials. (2016 onwards).
- 4.4.3. Regularly convene community of practice at IUCN meetings (WCC, WCPA) and other appropriate venues. (2015 on-going).
- 4.4.4. Provide on-going information about the use of the evaluation tools and the results of evaluations. (2016 onwards).
- 4.4.5. Prepare and publish a detailed report on the use of the evaluation tools and the results of assessments for the next World Parks Congress. (Date to be confirmed).

## KEY STEPS FOR DEVELOPMENT AND IMPLEMENTATION OF THE STRATEGIC FRAMEWORK FOR CAPACITY DEVELOPMENT

### GOAL: THE STRATEGIC FRAMEWORK FOR CAPACITY DEVELOPMENT DOCUMENT IS WIDELY ADOPTED AND IMPLEMENTED THROUGH A RANGE OF INITIATIVES AND PARTNERSHIPS

The implementation of the Strategic Framework for Capacity Development requires effective continuation of on-going partnerships and collaboration as well as the development of new partnerships nationally, regionally, and globally. Key contributors are likely to include:

- IUCN Global Protected Areas Programme.
- World Commission on Protected Areas, including its various specialist and thematic groups and task forces.
- IUCN Commissions, including the Commission on Education and Communication (CEC), Commission on Environmental, Economic and Social Policy (CEESP), and the World Commission on Environmental Law (WCEL).
- IUCN Regional Offices implementing key activities on capacity development.
- UNESCO World Heritage Centre.
- International NGOs.
- Bilateral and multi-lateral donors and supporting organisations that have significant influence on capacity development (e.g. GEF, EU, World Bank, UNDP, UNEP, regional development banks, GiZ etc.).
- Organizations representing indigenous peoples and local communities.
- Private sector organizations related to protected areas and natural resources and with experience in institutional strengthening and capacity development.
- Protected area professional organizations such as the International Ranger Federation.
- Educational institutions including training centres, vocational education colleges and universities.

Advancing the Strategic Framework for Capacity Development document should be achieved by using the framework already provided by the following existing and developing partnerships, under the coordination of the IUCN:

- American Museum of Natural History (USA).
- EC/ACP/IUCN Biodiversity and Protected Areas Management Programme (BIOPAMA).
- Global Parks (USA and Canada).
- Protected Area Learning Centre, University of Tasmania (Australia).
- Latin American School for Protected Areas of the University for International Cooperation (Costa Rica).
- Capacity Development Programmes of Regional Institutions including South Pacific Regional Environment Program (SPREP), Central Africa Protected Areas Network (RAPAC), and Caribbean Environment Programme/Protocol on Specially Protected Areas and Wildlife (CEP/SPAW).
- Coastal Resources Centre, University of Rhode Island (USA).
- The German Federal Agency for Nature Conservation (Bundesamt für Naturschutz – BfN).
- ProPark Foundation (Romania).
- ICCA (Indigenous peoples' and community conserved territories and areas consortium).
- Western Indian Ocean Marine Science Association (WIOMSA) (Tanzania).
- Réseau des Educateurs et Professionnels de la Conservation (Madagascar).
- Center for Protected Area Management & Training, Colorado State University (USA).
- Global Partnership for Professionalizing Protected Areas Management.
- ATEN. Pôle de ressources et compétences pour la nature. (France).
- NOAA/International MPA Capacity Building Programme.

Other potential partnerships were identified and promoted during the 2014 World Parks Congress in Sydney. A vital issue to address is involving IUCN Regional Offices that are implementing key activities on capacity development that

align with the tools/methods and actions proposed by the SFCD. This could be addressed through a Resolution aiming to influence the next IUCN Programme that will be discussed and agreed on at the next World Conservation Congress in Hawaii, 2016.

## **OBJECTIVE 1: THE STRATEGIC FRAMEWORK FOR CAPACITY DEVELOPMENT DOCUMENT IS ADOPTED BY IUCN AND INITIAL SUPPORT SECURED**

### **TASKS**

- 1.1. Organize a meeting in 2015 of the IUCN WCPA Capacity Development Programme to assess recommendations from the WPC and prepare/agree on an Action Plan for the implementation of the Strategic Framework for Capacity Development, including a fundraising component. (2015).
- 1.2. Strengthen IUCN's internal capacity for promoting and supporting capacity development and implementation of the SFCD document. (2015).  
Successful implementation of this programme cannot rely on WCPA volunteers alone. A coordinator and/or coordinating unit is required.
- 1.3. Establish a programmatic structure focused around Programmes 1-4 of the SFCD with designated lead institutions and coordinating groups/partnerships for each. (2015).
- 1.4. Prepare detailed budgets and seek additional resources to support initial implementation of the key elements of the SFCD. (2015).  
Include initially a follow-up proposal to obtain funding from Y3 of the BIOPAMA Programme. Organizations and individuals seeking resources should coordinate centrally to avoid unnecessary complication or confusion of donors.
- 1.5. Work with all IUCN Commissions to coordinate adoption and implementation of the Strategic Framework for Capacity Development document. (2015).

## **OBJECTIVE 2: WORK WITH PARTNERS AROUND THE WORLD TO IMPLEMENT THE SFCD AND TO ADAPT GLOBAL APPROACHES TO LOCAL NEEDS AND CONTEXTS.**

### **TASKS**

- 2.1. Establish or identify a global partnership-based entity/structure to host and permanently evolve the WCPA professionalization tools. (2016).  
Develop an organizational and business plan, including aspects such as governance, funding, partner involvement and responsibilities, country or countries to register the organization.
- 2.2. Work with the donor community, NGOs and project beneficiaries to agree on strategies for project design and funding that foster long term, locally owned, and sustainable forms of capacity development. (2016).
- 2.3. Engage with education and employment sectors to enable certification and validation of protected area occupations and qualification. (2017).
- 2.4. Reach out to other sectors to exchange experience and expertise in capacity development and human resource management. (2015 on going).
- 2.5. Ensure wide availability of cumulative experience and outputs from capacity development activities (2015 on going).
- 2.6. Prepare a draft motion to be proposed as part of the motion process for the next IUCN-WCC (Hawaii, 2016) to make a clear link in the next IUCN Programme to the priorities and actions proposed in the SFCD document. (2015).
- 2.7. Organize and implement a mid-term review meeting to assess implementation of the Strategic Framework for Capacity Development and take stock of lessons learned to further guide its implementation until the next World Parks Congress. (2019).