

Management Effectiveness: A brief introduction and uses by WH sites

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A presentation in four parts

1. Introduction to the concept of management effectiveness
2. Introduction to the Enhancing our Heritage toolkit
3. Linking management effectiveness to management systems and plans
4. Links with other World Heritage processes



1. Introduction to the concept of management effectiveness



`...the assessment of how well an area is being managed – primarily the extent to which it is protecting values and **achieving goals and objectives**’

(IUCN WCPA, 2006)



A quick history

- Management effectiveness raised by IUCN's World Commission on Protected Areas (WCPA) in 1983
- Independent systems developed during 1990s assessing a few hundred sites worldwide
- Publication of WCPA Best Practice Guidelines in 2000 and revised Best Practice Guidelines in 2006
- By 2016: 20,000 sites evaluations, in 180 countries using several tools based on the framework





Evaluating Effectiveness

A framework for assessing management effectiveness of protected areas 2nd Edition

Marc Hockings, Sue Stolton, Fiona Leaveling, Nigel Dudley and José Courrau
Peter Valentine, Series Editor



Best Practice Protected Area Guidelines Series No. 14



World Commission on Protected Areas (WCPA)

Evaluating Effectiveness

A Framework for Assessing the Management of Protected Areas

Marc Hockings (WCPA Management Effectiveness Task Force) with Sue Stolton and Nigel Dudley (WWF/IUCN Forest Innovations Project)

Adrian Phillips, Series Editor



Best Practice Protected Area Guidelines Series No. 6

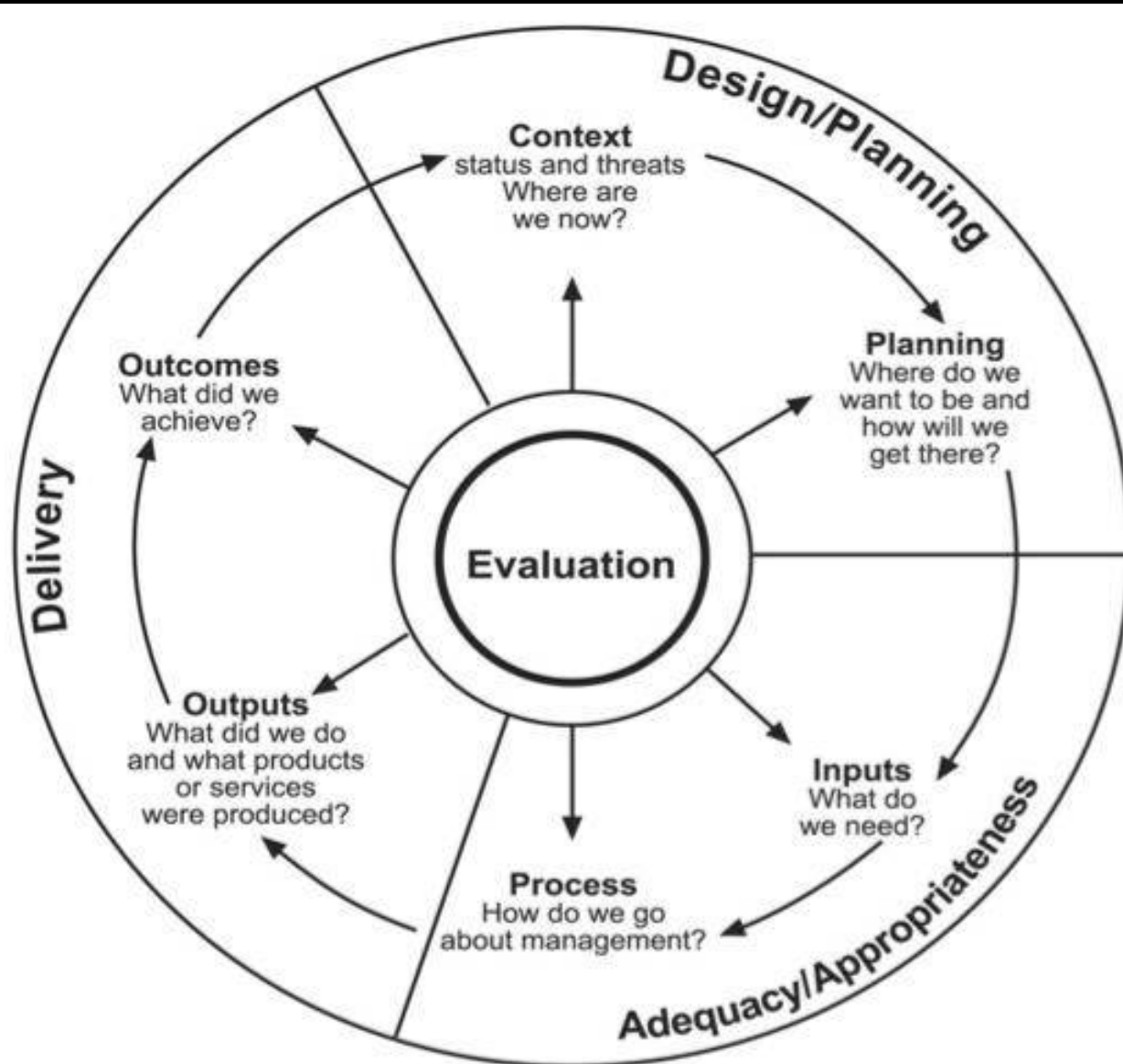


Best practice publication

- Defines terminology
- Develops a **framework** of assessment criteria
- Detailed advice on carrying out an assessment and using the results
- Case studies concentrating on the process of carrying out an assessment



Management follows a process





Begins with establishing the **context** of existing values and threats

Progresses through **planning**



Management planning cycle

Allocation of resources (**inputs**)



As a result of management actions (**processes**)



That results in impacts or **outcomes**

Produces goods and services (**outputs**)



2. Enhancing our Heritage (EoH)

Developing a standardised assessment system for natural World Heritage sites



Objective of the EoH project

Work with managers of natural World Heritage sites:

- Developing assessment, monitoring and reporting systems based on adapting the WCPA Framework
- Applying results to adapt or enhance management
- Consider how these systems could be used in natural World Heritage properties



World Heritage

papers

23



Enhancing our Heritage Toolkit
Assessing management effectiveness of natural
World Heritage sites



UNITED NATIONS
FOUNDATION

IUCN
The World Conservation Union

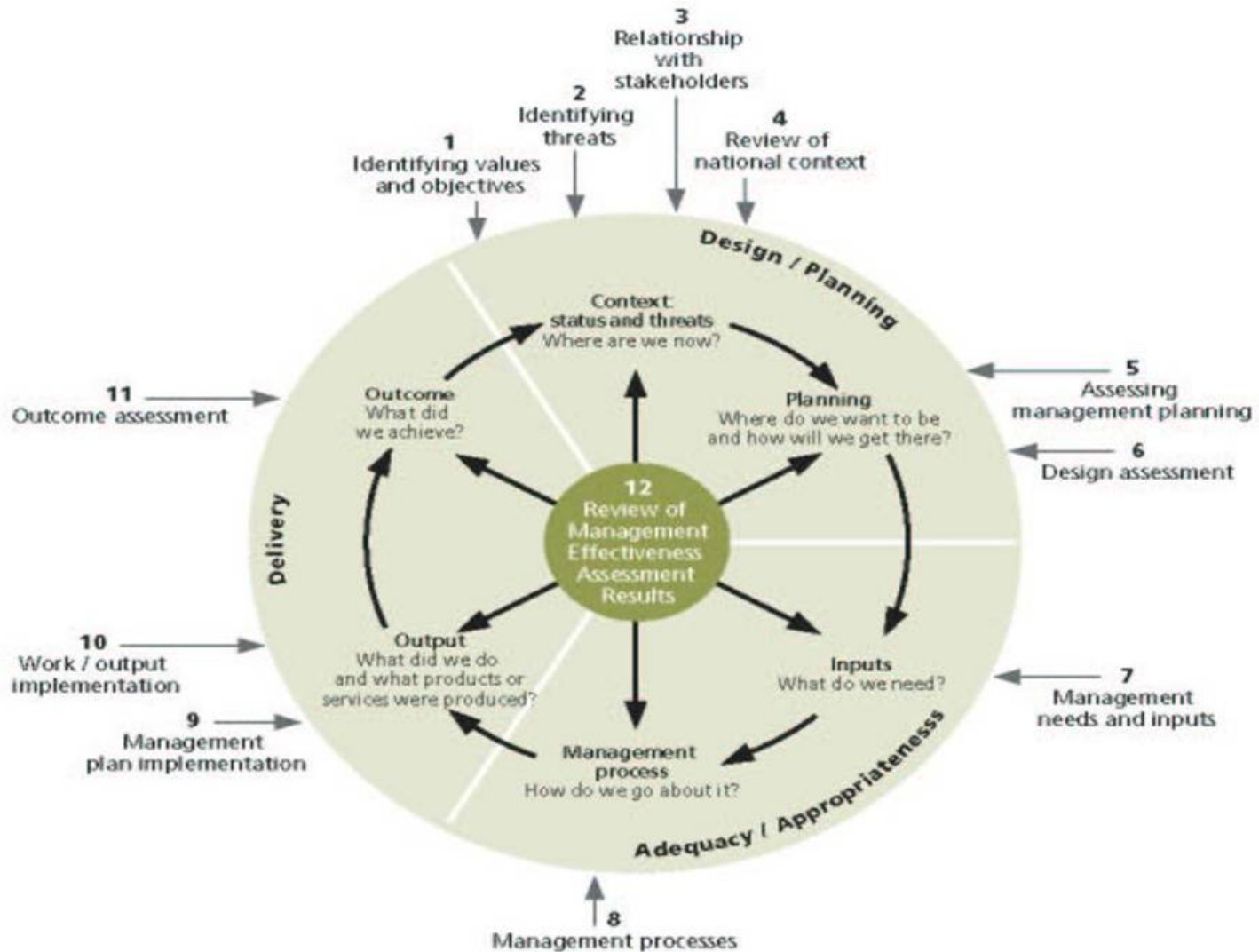
- Introduces management effectiveness concept
- Discusses assessment processes
- Explains and details the tools developed
- Includes case studies of trial sites
- Explores application to cultural sites
- Reviews next steps
- whc.unesco.org/en/series/23/



EoH Toolkit

- Built around the WCPA Framework
- 12 tools which can assess a range of indicators within the Framework
- Many tools drawn from best practices around the world - but often simplified

The tools



Format of tools

- Wording specific to natural WH sites but easily adaptable to any protected area and to cultural sites
- Most assessments are qualitative, drawing on monitoring results:
 - data sheets assessing strengths / weaknesses
 - rating assessment against best practice benchmarks
- Quantitative data is used in assessments of inputs, outputs and ideally in outcomes





EoH Toolkit

- Tools can be adapted to suit a site's individual needs:
 - supplement existing assessment activities
 - point of reference to develop new assessment tools to meet site needs
 - build a complete assessment system
 - Feed into the development of management systems and plans

Linking the natural with the cultural

- Natural sites: biodiversity, other natural values + cultural, economic, educational values etc
- Cultural sites: material fabric and social context + cultural, economic, educational values etc
- Cultural systems and intangible characteristics not easy to assess
- Less experience in developing indicators for monitoring and evaluation in the cultural field



3. Linking management effectiveness to management systems and plans





An effective management system:

- **cycle of planning, implementation, monitoring, evaluation and feedback**
- assessment of the vulnerabilities
- involvement and shared understanding of partners and stakeholders
- allocation of necessary resources
- capacity-building
- accountable, transparent description of how management system functions

Operational Guidelines (para 111)

Key elements of a management system:

- Provide clear direction for management
- Link management objectives to values (OUV)
- Direct activities and enable work plan to focus on achieving these objectives
- Involve stakeholders in development, review and management activities
- Be linked to realistic budgets and available resources
- Have measurable and achievable targets/goals



WORLD HERITAGE CONVENTION · UNESCO

The World Heritage Symbol commemorates the inscription of The City of Bath on the World Heritage List in 1988. This identifies sites and monuments whose protection must be the concern of all.

How has the EoH toolkit been used in management planning

- EoH pilot sites: over half used the EoH toolkits in the revision of their management plans
- Application since then in Africa also linked to management plan reviews
- Nordic region training to use EoH to develop management systems mainly in cultural World Heritage properties




4. Links with other World Heritage processes





Periodic Reporting

WCPA's experience in management effectiveness contributed to the development of the on-line periodic reporting format



Monitoring and assessment (EoH, reactive monitoring; national monitoring etc)

EoH assessments help inform reactive monitoring (resulting in a site being removed from the in-danger list)


Monitoring and assessment should be central to a site's management system



Site Monitoring



Site Monitoring

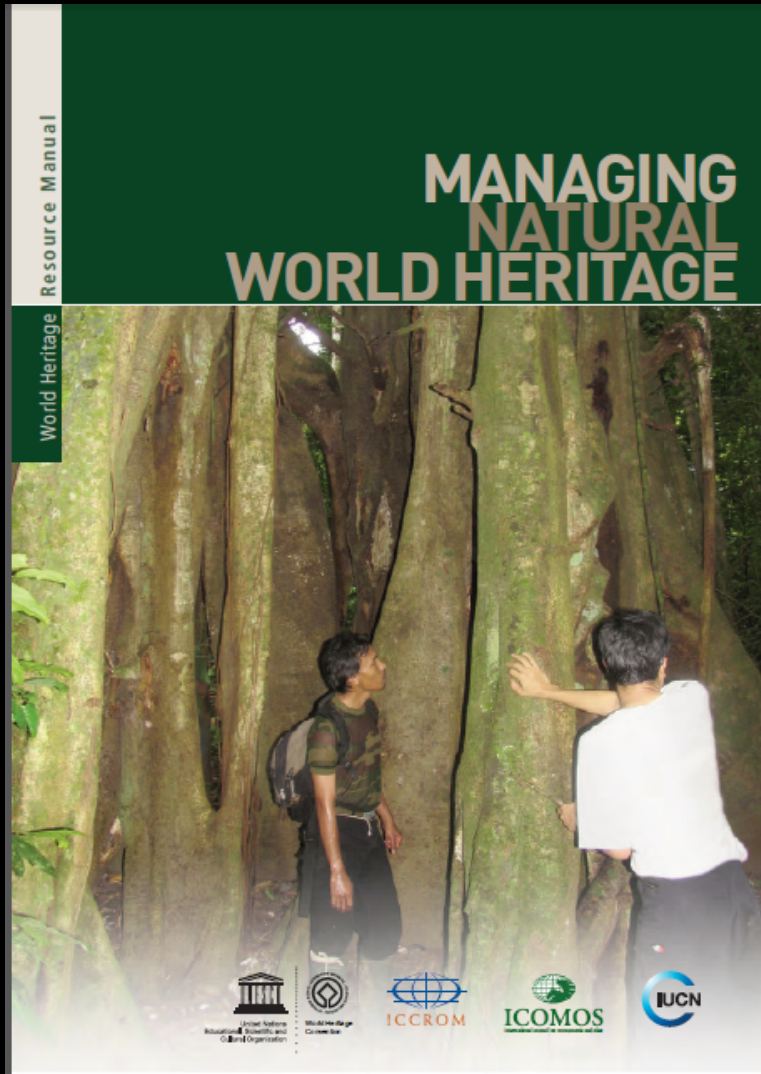


Site Monitoring



Site Monitoring

IUCN WH manual and outlook



- 2012 volume organised around the WCPA Framework so links the key elements of world heritage management with management effectiveness
- <http://whc.unesco.org/en/managing-natural-world-heritage/>
- Management Effectiveness experiences and framework also reflected in IUCN World Heritage Outlook
- <http://www.worldheritageoutlook.iucn>

Thank you

