



PROTECTED AREA MANAGEMENT PLANNING IN ROMANIA

A Manual and Toolkit

Compiled by

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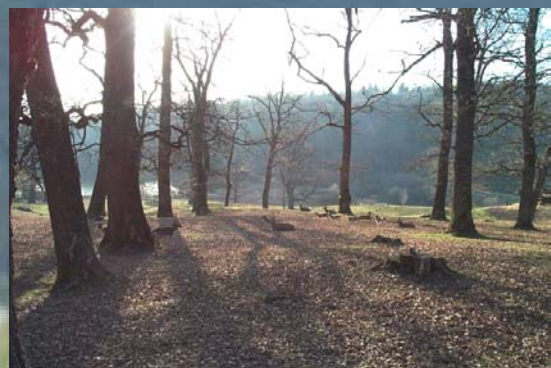


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1 INTRODUCTION AND CONTEXT

1.1 Purpose of the manual

This manual is intended to provide guidance and assistance to protected areas managers, staff and planners in preparation of management plans that meet the standards required by Romanian Law. The manual has been compiled based on the experience of three Romanian parks in management planning, Retezat National Park, Vanatori Neamt Forest Park and Piatra Craiului National Park. These parks were designated as the pilot parks within the Global Environment Facility Biodiversity Conservation and Management Project. During 2001 the administration teams of the three parks, in consultation with a wide variety of stakeholders, developed management plans through a series of participatory workshops, consultations and intensive working sessions.

Through this process the teams developed a model structure for their management plans and, just as importantly, a process for information gathering, consultation, participation, development and approval of the plans. The next stage of the project is to enable managers and staff in other protected areas in Romania to benefit from the experience of planning at the three pilot parks and the lessons learned from the process.

1.2 Management Plan Format

This manual is not intended to be the definitive guide to management planning, but a format that will meet the needs and priorities of protected areas in Romania, reflecting the experience of planning at the three pilot sites. The format used has its roots in two commonly used (and related) formats the Countryside Council for Wales Format and the Eurosite Format. These modifications were partly due to the need to produce first draft plans quickly and also emerged as a result of the experience of the team in developing the plans in the Romanian context.

1.3 What the manual includes

This manual provides the following

- Background information on protected areas both internationally and nationally.
- Definitions and explanations of important terms such as the IUCN Protected Areas Categories, stakeholder analysis, adaptive management and participation.
- An outline management plan structure.
- Step-by-step guidance for producing a high quality management plan that meets national and international standards.
- A detailed format for the structure and presentation of the plan, based on that produced by the Romanian pilot parks.
- *Pro formas* to assist completion of all stages of a management plan.

1.4 What the manual does not include

The manual does not contain details of the actual final contents of a management plan, nor is it a manual of how to manage a protected area. It describes how to go about designing a clear plan, but does not describe what that the plan should contain in detail. This of course will be different for every protected area, but if the process is followed carefully, a set of logical objectives and actions should emerge.

1.5 Using the Manual

The manual is constructed in a logical sequence that will take you through the stages of developing a plan. However it is also constructed so that users can dip into it at any point in order to find guidance and support. The manual includes details of a number of participatory exercises that you can use or adapt as part of the planning process. For ease of use key points in much of the manual are presented in a standard, colour-coded format as follows

Information Boxes

These define important terms and concepts and explain the purpose of the sections of the plan

Activity Boxes

These describe briefly what needs to be done for each section of the plan, how long it should take and who, ideally should be involved.

Activity boxes also provide suggested ways for conducting the management planning process in a participatory way, based on the experience of the three pilot Protected Areas

Output Boxes

These contain materials for and examples of the outputs of the planning process, including examples from real plans

Appendix A contains forms for entering all of the results of the planning process, stage-by-stage. By following the manual and using these forms you should be able to develop and organise a good plan. However all situations are different and you may wish at times to adapt or add sections to meet particular local circumstances and preferences.

2 PRINCIPLES OF PROTECTED AREAS AND PLANNING

2.1 Introduction To Protected Areas

2.1.1 Definition of a Protected Area

The International Union for the Conservation of Nature (IUCN) provides the most widely used definition of a protected area (Information Box 1).

Information Box 1: IUCN Definition of a Protected Area

An area of land and/or sea especially dedicated to the protection and maintenance of biological diversity, and of natural and associated cultural resources, and managed through legal or other effective means

2.1.2 IUCN Protected Areas Categories

There are many names for protected areas around the world. For example National Parks, Nature Reserves, Forest Parks, Marine Sanctuaries, but these titles can mean different things in different countries. In order to avoid confusion the International Union for the Conservation of nature (IUCN) has defined six major categories of protected area, based on their main management objectives. It should be possible to assign any protected area, irrespective of its local name, to one (or more) of these categories. These are shown in Information Box 2.

Information Box 2: IUCN Protected Area Management Categories

CATEGORY Ia: Strict Nature Reserve: protected area managed mainly for science

An area of land and/or sea possessing some outstanding or representative ecosystems, geological or physiological features and/or species, available primarily for scientific research and/or environmental monitoring.

CATEGORY Ib: Wilderness Area: protected area managed mainly for wilderness protection A large area of unmodified or slightly modified land, and/or sea, retaining its natural character and influence, without permanent or significant habitation, which is protected and managed so as to preserve its natural condition.

CATEGORY II: National Park: protected area managed mainly for ecosystem protection and recreation

A natural area of land and/or sea, designated to (a) protect the ecological integrity of one or more ecosystems for present and future generations, (b) exclude exploitation or occupation inimical to the purposes of designation of the area and (c) provide a foundation for spiritual, scientific, educational, recreational and visitor opportunities, all of which must be environmentally and culturally compatible.

CATEGORY III: Natural Monument: protected area managed mainly for conservation of specific natural features

An area containing one, or more, specific natural or natural/cultural feature which is of outstanding or unique value because of its inherent rarity, representative or aesthetic qualities or cultural significance.

CATEGORY IV: Habitat/Species Management Area: protected area managed mainly for conservation through management intervention

An area of land and/or sea subject to active intervention for management purposes so as to ensure the maintenance of habitats and/or to meet the requirements of specific species.

CATEGORY V: Protected Landscape/Seascape: protected area managed mainly for landscape/seascape conservation and recreation

An area of land, with coast and sea as appropriate, where the interaction of people and nature over time has produced an area of distinct character with significant aesthetic, ecological and/or cultural value, and often with high biological diversity. Safeguarding the integrity of this traditional interaction is vital to the protection, maintenance and evolution of such an area.

CATEGORY VI: Managed Resource Protected Area: protected area managed mainly for the sustainable use of natural ecosystems

An area containing predominantly unmodified natural systems, managed to ensure long term protection and maintenance

Information Box 2: IUCN Protected Area Management Categories

of biological diversity, while providing at the same time a sustainable flow of natural products and services to meet community needs.

It is important to understand that these categories are based on the main management priorities of the area first. The titles of the categories are recommended, but not compulsory and may vary according to the laws of a country.

2.1.3 Regional Variations on the IUCN Categories

The conditions for establishing and managing protected areas vary greatly from region to region, and from country to country. For example, some areas of Europe with long-settled, managed landscapes in multiple ownership are more suitable to the establishment of Category IV and V areas, but these are still called National Parks, a term normally applied to Category II areas. IUCN does not favour different standards being used in the application of these categories, but the flexibility, which is inherent in these guidelines, should help in their application to the conditions in different regions and countries.

2.2 Other Protected Area Types

Whereas the IUCN provides guidelines for protected area categories, several international conventions also provide for the creation of special protected areas.

Information Box 3: International Designations for Protected Areas Relevant or Potentially relevant to Romania

Category	Purpose
World Heritage Site	The Convention concerning the Protection of the World Cultural and Natural Heritage, adopted by UNESCO in 1972, has led to the establishment of the World Heritage list of cultural and natural heritage sites around the world considered to be of outstanding value to humanity. Cultural heritage refers to monuments, groups of buildings and sites with historical, aesthetic, archaeological, scientific, ethnological or anthropological value. Natural heritage refers to outstanding physical, biological and geological formations, habitats of threatened species of animals and plants and areas with scientific, conservation or aesthetic value. As of December 2001 there are 721 properties on the World Heritage List (554 cultural, 144 natural and 23 mixed properties in 124 States Parties)
Biosphere Reserve	Biosphere Reserves are areas of terrestrial and coastal ecosystems, which are internationally recognized within the framework of UNESCO's Man and the Biosphere (MAB) Programme. Collectively, they constitute a World Network. They are nominated by national governments and must meet a minimal set of criteria and adhere to a minimal set of conditions before being admitted into the World Network. Each Biosphere Reserve is intended to fulfil three basic functions, which are complementary and mutually reinforcing: • a conservation function - to contribute to the conservation of landscapes, ecosystems, species and genetic variation; • a development function - to foster economic and human development which is socio-culturally and ecologically sustainable; • a logistic function - to provide support for research, monitoring, education and information exchange related to local, national and global issues of conservation and development. As of September 2001, 94 countries have established 411 Biosphere Reserves.
RAMSAR Site	The Convention on Wetlands, signed in Ramsar, Iran, in 1971, is an intergovernmental treaty, which provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources. There are presently 131 Contracting Parties to the Convention, with 1148 wetland sites, totalling 96.3 million hectares, designated for inclusion in the Ramsar List of Wetlands of International Importance.
Special Protection Areas (SPA)	A European Union Designation established under the Birds Directive of 1979 for sites which protect bird species covered by the Directive

Special Areas of Conservation (SAC)	A European Union Designation established under the Habitats Directive of 1992 for sites which protect species and habitats covered by the Directive
Natura 2000 Site	The European network of protected areas including all SPAs and SACs

2.3 Protected Areas In Romania and the legal basis for management planning

In 2000 the Government of Romania passed a new Protected Areas Ordinance, clarifying the functions and management of the nation's protected areas. Those producing management plans should refer to and be conversant with the existing laws before proceeding.

In 2003 a Ministerial Order defining the requirements for protected area management plans will be issued. This order has not been finalised at the time of printing of this manual, but has been developed in parallel with it. Using the manual should ensure compliance with requirements of the order, but users should check and refer to the final Ministerial Order when it is published.

2.3.1 The Romanian Protected Areas System

According to Law No. 5/2000 approving the National Plan for Land Use, Section III (Protected Areas) Romania has 845 Protected Areas categorised in 5 of the 6 IUCN Categories as shown in Information Box 4.

Information Box 4: The Romanian Protected Area System			
Type	Similar to IUCN Category/International Designation	Number of Protected areas	Total area
Scientific Reserve	Ia	53	101,288 ha
National Park	II	11	300,819 ha
Natural Monument	III	231	2,177 ha
Natural Reserve	IV	542	117,265 ha
Natural Park	V	6	326,305 ha
Biosphere Reserve	Biosphere Reserve	Danube Delta Retezat (II) Rodnei(II)	576,216 ha. 38,138 ha 47,227 ha
Wetlands of International Importance	Ramsar Site	Danube Delta Small Island of Breila	576,216 ha 20,455 ha
Natural Sites for Universal Natural Heritage	World Heritage Site	Danube Delta	
Special Areas for Conservation	SAC	None	
Areas for Special Protection of Birds	SPA	None	

2.4 Principles Of Management Planning

2.4.1 The complexity of modern protected area management

Managing a protected area can be very complex. For a Category I Strict Nature Reserve it may be fairly straightforward, involving prevention of any activities that may cause damage or harm, but for the other categories management is a complex process, involving more than one purpose and a wide variety of interested groups. The protected area manager therefore needs many skills, combining the role of scientist, police officer, social worker, teacher, politician, administrator, economist and diplomat! (see Information Box 5)

Information Box 5: Common tasks of modern protected area management	
- Scientific Research and Monitoring - Species Protection - Habitat Protection and Restoration	- Liasing with national government and agencies - Responding to development proposals - Securing income and raising funds

- | | |
|--|--|
| <ul style="list-style-type: none"> • Enforcing the law • Providing recreation facilities • Ensuring sustainable resource use • Working with neighbouring communities • Raising awareness and communicating important messages | <ul style="list-style-type: none"> • Managing tourism and visitors • Promoting participation in decision making • Managing staff, budgets and resources • Monitoring species and habitats • Monitoring behaviour and attitudes of visitors and local people |
|--|--|

2.4.2 The need to be organised

Given so many responsibilities and the complexity of their interactions Protected Area managers can become overwhelmed with just responding to all the demands on their time, staff and resources. The job can become very reactive. This is sometimes made more difficult by the fact that protected area management is a fairly new type of job and many people do not understand or appreciate how much it involves, especially in the first few years of establishment.

Given that the IUCN categories define the management objectives of the protected area, managers should not just be responding to the demands of others but should be proactively working towards those management objectives. In order to cope with the complexity and demands of the job it really helps to have a plan that defines the goals you want to achieve and sets out how you are going to achieve them.

Some protected area managers say that they do not need a management plan, but over the years managers and organisations have identified a long list of reasons why it is a good idea. Information Box 6 shows a list of just some of the purposes of a management plan.

Information Box 6: Some Purposes Of Management Planning

- To provide a baseline description of the site
- To identify the management policies to be followed, the objectives to be attained and the management necessary to achieve the objectives
- To anticipate any conflicts and suggest the best means of resolving them
- To implement current policies and strategies. To identify the monitoring needed to measure the effectiveness of management
- To act as a guide for new staff and to guarantee continuity of effective management
- To provide a professionally presented argument for support and funding, to obtain resources and to allocate those resources efficiently and effectively
- To act as a tool for communication and education
- To demonstrate that management is effective and efficient
- To highlight areas in legislation that need improvement
- To provide guidance for appropriate physical development and broader planning needs.
- To establish local socio-economic value/benefits of biodiversity/protected areas
- To define whom planning and management is for.

2.4.3 Definition of a management plan

In its simplest form a management plan is a document that sets out clearly what the purpose of the protected area is, what it needs to achieve to fulfil that purpose and that things that need to be done to make this happen.

But a management plan should be more than just a document sitting on a shelf. It should function as a guide, a tool and an incentive for the park team to work efficiently and effectively towards a clear goal. The management plan should be a well-used document on the desks of the staff, not an untouched report on the park library shelf.

We should see management planning not just as development of a product but also as a continuous process from research and information gathering, and evaluation and analysis to the production of the plan itself through implementation and back to monitoring and information gathering.

This can be expressed as the simple cycle shown in Information Box 7.

Information Box 7: The Management Planning Cycle



Based on this, Information Box 8 provides a suitable definition of as management plan.

Information Box 8: A Protected Area Management Plan

The formal documentation of a continuous process that over time enables the effective, efficient and adaptive management of a protected area

2.4.4 Ten important lessons for making management plans work

Many protected areas around the world have management plans, but in many cases the plan is not used. Before you start producing a plan it is useful to understand what can help to make the time and effort invested in the process worthwhile. The ten recommendations in Information Box 9 are based on the author's experience with management planning around the world.

Information Box 9: Ten Lessons for the management planning process

Management Planning should be:

1. **Commitment Driven.** Before starting a plan Park staff and their managers makers should understand and be committed to the principle and purposes of management planning and understand the benefits a plan would bring.
2. **Process Oriented.** From the start management planning should be regarded as a process not a product. The final output of management planning should not be viewed as just the plan document.
3. **Developed locally and participatorily.** Those managing the area should be closely involved in writing the plan: it should not be delivered to them as written by consultants or headquarters. Those with scientific, administrative or technical interest or expertise and local stakeholders should be involved in and contribute to the planning process.
4. **The Right Size** Plans do not have to be long to be good; the size should reflect the size and complexity of the area. For a small, simple nature reserve this could be a few pages only.
5. **Accessible to users** The written version of the plan itself should be a clear accessible working document which Park staff and key stakeholders understand and can use and consult on a day-to-day basis.
6. **Appropriate.** The nature of the plan itself should, as far as possible, reflect current established practice and procedures and approaches to decision-making, participation and leadership. This is not to say that the plan should not introduce new ideas and proven good practice from elsewhere, but if it is perceived as too radical or too threatening it may not be accepted.

7. **Adaptive.** The plan should be seen as a working vision and guidance document as to what needs to be done and plan decisions should be based on the best available knowledge, experience and expertise. However, the plan need not attempt to be all embracing and create definitive solutions to all the problems it addresses. In many cases an experimental, adaptive approach may be required and the planning process should have built into it the capacity to adapt, modify, update and alter any of its components in response to changing circumstances.
8. **Realistic.** The plan should define and strive for the ideal, but should recognise and deal with the reality of current circumstances.
9. **Sustainable.** The plan should include components that enable its own perpetuation and relevance. It should plan for itself and its own sustainability as well as that of the area it concerns.
10. **Official.** The plan and the planning process should be formally adopted by the Park and the relevant Park authority and ideally endorsed by key stakeholder group

2.5 Key concepts in management planning

Before starting the process of developing a management plan it is useful to spend some time becoming conversant with some important concepts and approaches that will be referred to frequently in subsequent sections.

2.5.1 Adaptive Management

This is a term that is being increasingly used in conservation planning and management. Adaptive management recognises that planning and implementing conservation is not like constructing a car or an electric circuit. Conservation management is not an exact science because:

- **There are too many variables.** One cannot study every detail of a protected area, let alone understand the interactions that take place
- **We can never have enough information.** Every research question in a protected area often leads to more new questions than answers
- **Ecosystems are very complex and liable to change.** The occurrence and impact of short-term local changes, such as fires or floods or long-term trends such as climate change are very hard to predict or plan for.
- **Human systems are very complex and liable to change.** Political, economic, social or even technological factors may have sudden and dramatic consequences for the Protected Area.

When making a plan for a protected area therefore we should not automatically assume that any planned activity/intervention will definitely lead to the result we want. In many cases experience tells us that it will not. If a set of actions is not having the effect we want we should be in a position to know that and to change things if necessary

We should therefore try to see management as a continuous learning process not a mechanical one. We should regard each set of management interventions as an experiment

- Each objective could be seen as a hypothesis and the set of activities associated with it should be seen as experiments to test that hypothesis.
- We should be prepared both to keep trying new experiments and perhaps to modify our hypotheses
- We should also be prepared to monitor continuously outside factors and uncertainties and adapt our objectives accordingly

A management plan therefore should have built into it the means to monitor the goal and objectives and adapt and modify them in line with changing circumstances. This is adaptive management

2.5.2 Participation: Enabling others to take part in planning and decision making

Participation is about ensuring that those who are likely to be directly or indirectly affected by a decision, agreement, plan or programme, are enabled to contribute their views, knowledge, experience ideas or intuition. Participation is therefore a wide-ranging term that can cover different activities from simple information provision through active involvement in decision making to assumption of management control. Participation is a powerful and important tool, based on the fundamental belief that people who are informed, involved and empowered will make better choices themselves and will help managers and decision makers make better choices too. Participatory approaches have become widespread in conservation and protected area management in the past ten years, as managers have realised that excluding local people from decision making is generally not a tenable approach. Participation in management planning has some clear benefits and some risks (Information Box 10).

Information Box 10: Benefits and risks of participation

Benefits	Risks
- Increased information, skills and differing perspectives become available to the planning process - Understanding true perspectives from different stakeholders can ensure that plans are more realistic, effective, efficient and sustainable. - Participants gain enhanced awareness of problems, resources and opportunities. - Involvement in the process can encourage support for implementation of the plan - Relationships can be strengthened and dialogue enhanced	- Some groups or individuals may not be comfortable expressing their views openly in front of officials - Participation may be threatening for managers, if they feel their decision-making power is diluted - Poor dialogue and communication can undermine the process of participation. - Some compromises in conservation objectives may be needed and the emphasis on the process of participation may reduce focus on technical matters. - Participation does not mean that everyone can have what they want. The process can create unrealistic expectations and disappointment

A widely used analysis defines seven forms of participation, ranging from passively providing information to taking charge of and steering the process. Ideally you should try to include the most active mode of participation that is practical and realistic for your situation. The level of participation that is appropriate will vary with the aims of the project, and with regard to the relative role/importance of different stakeholder groups, including their relative impact, information source and ownership with regard to the project. The table below lists the seven forms of participation and is a useful reference point for deciding how participation should happen.

Information Box 11: Seven ways to enable participation.

(From Pretty et al. 1995)

	<i>Mode of Participation</i>
a. Provide information to people	MOST PASSIVE ↑ ↓ MOST ACTIVE
b. Request specific information from people	
c. Consult/gain information/views from people (through open or specific meetings, round-table consultations)	
d. Provide resources or other incentives for people to gather information or undertake specific research	
e. Involve people in working groups to provide feedback on specific issues	
f. Involve people in the analysis of the issues and direction finding (workshop attendance)	
g. Involve people directly in the project development, decision-making, and/or approval process.	

2.5.3 Stakeholders

The participatory approach requires the involvement of a wide range of relevant ‘interested people’ often known as ‘*stakeholders*’. This term was developed in the English language and is often hard to translate into other languages in a meaningful way ‘Interested Groups’ is a common way to express the term (see Information Box 12).

Information Box 12: Definition of a stakeholder

Adapted from Borini-Feyerabend (1997)

Early pioneers used to mark the land they claimed with a stake (a wooden post) driven into the ground. A stakeholder therefore is therefore literally someone who has a declared claim for a piece of land or the resources it contains. Today stakeholders are those who have a direct, significant and specific ‘stake’ or interest in a given area or set of natural resources.

- Stakeholders are usually aware of their own interests in the management of the area or set of natural resources.

- Stakeholders usually possess specific knowledge and skills for such management and are in a position to use them .
- Stakeholders are usually willing to invest specific resources for such management.

In a planning process it is important to identify at the earliest stage who the main stakeholders are and how they can be involved in management planning. Chapter 4.1.3 will explain in detail how to do this.

2.5.4 Zones and zoning

Many protected areas define a range of zones for management, each one normally emphasising particular types of use. This helps protected areas to accommodate, in a structured way, the wide range of management needs and demand for use. A protected area is likely to have two main types of zone:

2.5.4.1 Legal zones

These are the zones that are formally defined in the gazettelement of the protected area. The management plan should make clear reference to these zones and the relevant legal requirements for their management.

2.5.4.2 Management zones

Management zones may be the same as the legal zones, but may in many cases be different, particularly where habitat boundaries, landscape features and species ranges do not coincide with legal boundaries, or where complex forms of land use occur, such as seasonal grazing. Information Box 13 below lists that main types of management zone normally defined within the protected area and also additionally defines some of the wider zones that may be important.

Information Box 13: The Range of Protected Area Zones		
Zone (May be legally defined or not)	Typical Management Objectives and Priorities	Typical Management Approach
Management Zones inside the Protected Area		
Core Conservation Zone	• Total priority for conservation of species, habitats, ecosystems, landforms and landscapes • Normally allowing only limited, non destructive, management oriented monitoring, and research	• Total protection through patrol, enforcement and monitoring. • Absence of any facilities that would assist access or use
Wilderness Zone/Non-intervention zone	• Managed for conservation, maintenance of natural landscape values and quiet enjoyment of nature and natural areas. • Normally allows natural processes to occur with minimal management intervention and without infrastructure development. • Normally allowing survey, research and monitoring and regulated low level, low impact recreation with few facilities.	• Protection through patrol and enforcement of strictly defined use regulations • Provision of basic off site information and interpretation • Facilities to assist access and use, but no permanent and artificial structures
Intensive Use Zone	• Accessible and ideally less vulnerable areas enabling large numbers of visitors to use and enjoy the area within acceptable limits • Offering organised recreation with appropriate visitor amenities, interpretation and education facilities and regulated commercial activity • Park management infrastructure is also often located in this zone	• Provision of extensive on-site information and interpretation • Provision of high quality facilities and infrastructure for visitors and other users • Use and enforcement of defined regulations for users • Acceptance of moderate user impact
Intensive Use Enclaves or Corridors	• Enabling large numbers of visitors to visit specific locations inside the PA which may be inside restricted zones (normally religious or cultural sites) • Organised and regulated visiting often allowed at specific and significant times of year (religious and cultural festivals)	• Provision of facilities for controlled access via strictly defined routes at specific times and occasions

Information Box 13: The Range of Protected Area Zones		
Zone (May be legally defined or not)	Typical Management Objectives and Priorities	Typical Management Approach
Development Enclaves or Corridors	- Enabling continued function of established developments inside more restricted zones. - Examples include hydroelectric installation, major roads, military training areas According to agreement with users and their existing use rights	- Close liaison with site managers in enclaves. - Very clearly defined boundaries and limits of use - Regular monitoring
Management Zones that may be either inside or outside the protected area		
Buffer zone	- Aimed at the integration of research, education, tourism, sustainable use and development and traditional activities - Promoting and assisting non-destructive, sustainable activities that will not harm the protected area. - Allowing limited commercial and settlement development based on defined environmental and design guidelines	- Collaboration with other land management agencies and local resource users - Incentives and development extension assistance and advice for local inhabitants - Interpretation, awareness and education for local inhabitants and visitors
Transition/sustainable development zone (Areas adjacent to the managed area)	- Not always fully defined area surrounding the park. - Emphasis on encouraging sustainable and environmentally friendly development activities, which create links between park and its surrounding area.	- Incentives, collaborations, partnerships, planning guidelines. - Indirect protection and monitoring - Awareness and education - Incentives and information - Collaboration/consultation with land management agencies, local authorities, local businesses, local communities and other stakeholders
Ecological Zones	- Protecting ranges of species, habitats and ecosystems that spread beyond the park boundary (For example aquatic systems, watersheds, large mammals and migratory birds) - Encouraging maintenance of landscape links; avoiding fragmentation; maintaining source populations outside the PA; preventing flows of pollutants into the PA	- Collaboration/consultation with land management agencies, local authorities, local communities and other stakeholders, international agencies and other countries - Contributing to local and regional land use plans
Cultural Zones	- Protecting cultures and sustainable traditional practices of peoples whose territory includes the PA. (for example nomadic or seasonal graziers) - Encouraging maintenance of traditional practices that support PA objectives	Consulting with different cultural and community groups and their leaders
Zones of influence, outside the protected area		
National Administrative Zones	- Maintaining conservation and environmental protection on a regional scale - Promoting regional and national cooperation and coordination on conservation	Coordinating management efforts with regional and national land use and planning agencies.
International Administrative Zones	- Maintaining conservation and environmental protection on an international scale - Promoting international cooperation and coordination on conservation	Collaborating with and contributing to international conventions, agreements and organisations. (e.g. IUCN, UNESCO, CBD, Ramsar)
Awareness zone	- No defined boundary. - Raising awareness of and support for conservation and the protected area	Promotion, advertising, park outreach programmes, park web site

In order to define the planning boundaries for your Protected area it can be useful to work with your planning team to identify the likely boundary and scope of management for your site using a participatory mapping.

2.5.5 Monitoring and the use of indicators

Given that management planning is a continuous process and that management should be adaptive, then there is a need to be able to measure what the effect of the actions prescribed in the plan is and whether they are combining to achieve the objectives and attain the goal. To do this it is important to use indicators, but there are several different types of indicator (Information Box 14).

Information Box 14: Measurable indicators for monitoring

Measurable	Definition	Example and Notes
1. Input	The amount of resources invested in an action	<i>The amount of money spent on capacity building for park rangers</i> Measuring the input merely records what has been invested, not the results of the investment. Inputs are weak indicators of success.
2. Activity	The use of time and resources to carry out actions	<i>The number of park rangers who have attended a capacity building programme</i> Activity indicators can be useful in recording effort expended for a particular action but do not consider the difference that effort made
3. Output	Specific products from an action	<i>A ranger training manual produced as a result of the capacity building programme</i> Outputs can be readily documented and are clear and useful indicators of completion of actions, but normally do not measure the effect of the actions.
4. Result (Out-come)	Specific results of the action	<i>All rangers are competent in patrol and enforcement work</i> Outcomes measure specific changes in conditions resulting from the action. They are highly useful indicators, but can be harder to measure
5. Impact	Consequences of results of the action	<i>Poaching is reduced and successful convictions of poachers increase</i> Impact measures the wider change caused by the action and often its contribution towards plan objectives and goals. These are powerful measures but are often very hard to monitor in the short term.

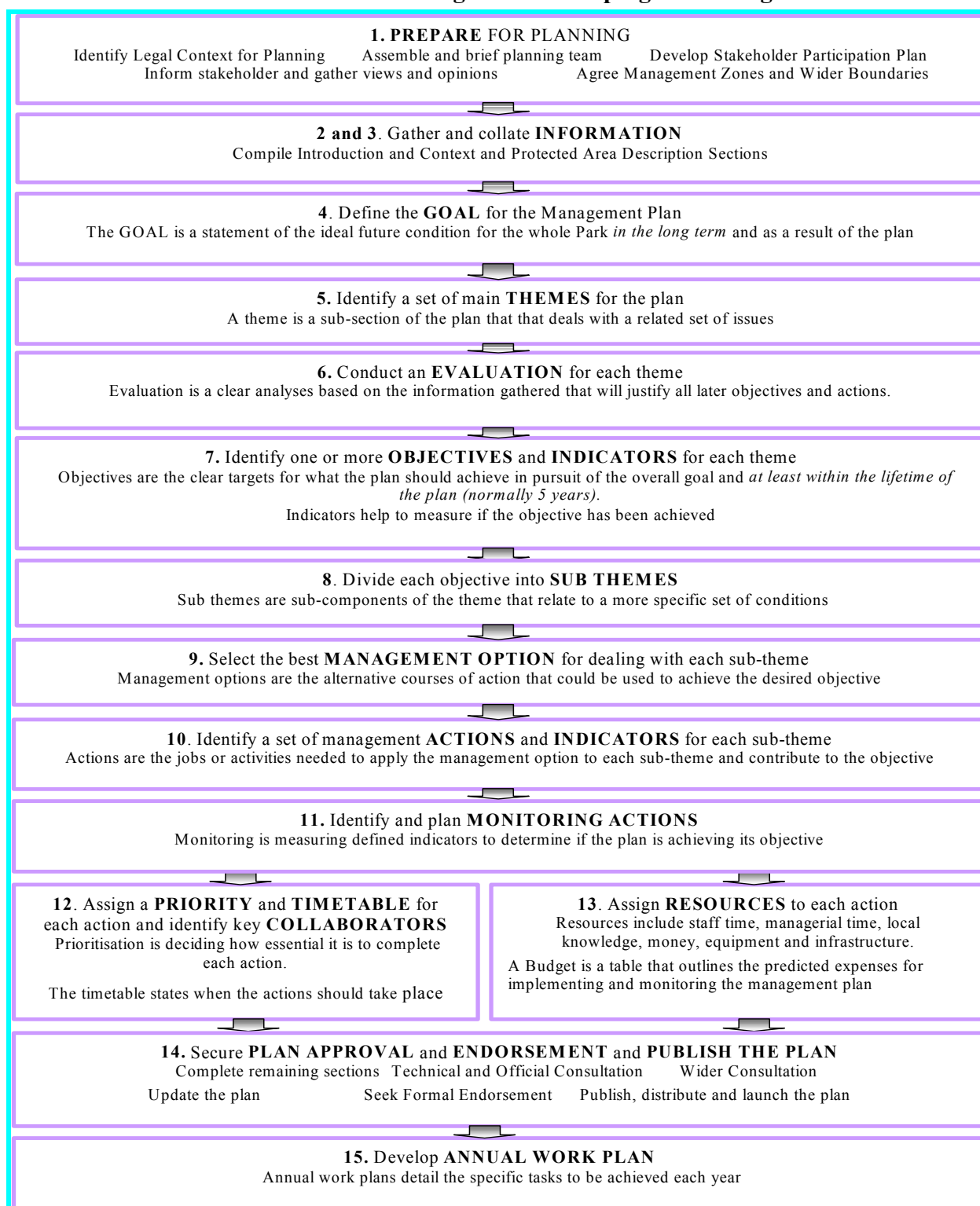
Types 4 and 5 are normally the most powerful indicators as they show really what is being achieved through the plan, rather than record what is done in pursuit of it. Management objectives should normally have type 4 or 5 objectives, while type 2 and 3, and only exceptionally type 1 indicators may be relevant for management actions. The management planning process described in the next sections include specific guidance on applying indicators to objectives and actions.

3 MANAGEMENT PLAN OVERVIEW

3.1 Planning Process Summary

It is useful before starting to produce that plan to have an overview of the process. The flow chart below summarises the 15 stages of the process and explains some of the terminology used

Information Box 15: The 15 Stages for Developing the Management Plan



3.2 Management Plan Content Summary

Based on the process summarised above, a management plan for a protected area is recommended to include at least the following basic headings. The following chapter describes in detail a process for producing a plan under these headings. Following the process will lead to the production of a comprehensive, detailed and participatory plan. However for smaller and less complex sites, or where rapid production of a first plan is essential, the process may be shortened as required. The detailed recommended processes may be used only for some sections, while other parts may be completed more rapidly but the same chapter headings and structure should be used.

Output Box 1: Basic Management Plan Contents	
CHAPTER 1 INTRODUCTION AND CONTEXT	
1.1	Short description of the plan, its goals and objectives
1.2	Goal and categories of the protected area
1.3	Legal basis for the protected area and the plan
1.4	Process of plan development
1.5	Procedure for modifying and updating the plan
1.6	Procedure for implementation of the plan
CHAPTER 2: PROTECTED AREA DESCRIPTION	
2.1	General Information (including zoning)
2.2	Physical environment
2.3	Biotic Environment
2.4	Socio economic and cultural information: Historical
2.5	Socio economic and cultural information: Current situation
2.6	References And Bibliography
CHAPTER 3 GOAL, THEMES AND OBJECTIVES	
Management Goal	
Management Themes (Themes are likely to include Protection, Species and Habitat Management, Tourism and Recreation, Awareness, Information and Education, Sustainable Use, Community Development, Effective Management and Administration, Monitoring, but may also include other special issues relating to the protected area)	
Theme A	
Evaluation/Rationale	
Objective	
Actions	
Themes B,C, D etc	
Evaluation/Rationale	
Objective	
Actions	
CHAPTER 4 IMPLEMENTATION	
4.1	Priorities and Timetable
4.2	Resources and Budget

3.3 Timescales for Management Planning

Developing a good plan using the process described above requires a substantial investment of time. Although the intensive process of producing draft plans in the three pilot parks in Romania was completed in a few weeks, the whole process, including information gathering and collation, consultation and redrafting has taken more than one year. It is recommended that the planning team allow at least that long from start to finish. A possible timetable for developing a plan over 12 months is presented in Information Box 16 below

Information Box 16: Suggested Work Plan for Developing a Protected Area Management Plan

ACTIVITY		Month Active											
		1	2	3	4	5	6	7	8	9	10	11	12
Preparation for planning	Method												
• Establish the legal and policy framework	Research project												
• Build the Core Team	Selection by Park Manager												
• Develop a Stakeholder Participation Plan	Core team meeting												
• Inform stakeholders and gather views and opinions	Participatory Workshop												
• Identity Management Zones	Core team workshop												
Compiling Information													
• Compile the introduction and context	Individual assignments with report back to group												
• Compile the Site Description.													
Planning													
• Define The Goal Of The Plan	Core team meeting with invited collaborators												
• Define The Main Themes For The Plan													
• Present and Evaluate the Information for each Theme	Small group assignments with report back to group												
• Write Objectives and Identify Indicators	Core team meeting												
• Identify topics for each objective	Small group assignments with report back to group												
• Identify the best management option for each sub-theme													
• Prescribe management actions, crosscheck against evaluation and objectives and add indicators													
• Identify and plan monitoring actions	Core team meeting with invited collaborators												
• Assign priorities, timetables and key collaborators	Small group assignments with report back to group												
• Plan Resources and Budgets	Park Manager and Financial Manager												
• Collate Draft Protected Area Regulations for separate approval	Core team with invited collaborators.												
Endorsement, Publication and Dissemination													
• Secure Plan Approval and Endorsement	Park Manager and Protected Areas Authority												
• Publish the Plan	Formal launch and dissemination events												
• Develop Annual Work Plans	Functional units of the Protected Area Team												

4 DEVELOPING A MANAGEMENT PLAN: THE 15 STAGE PROCESS

4.1 Prepare For Planning.

Before you start producing the plan itself there are a number of important preparation stages that are very important and should not be overlooked

Activity Box 1: Preparatory Activities

Action	Establish the legal and policy framework for the plan and enter details into <u>Appendix A1 Legal and Policy Framework Summary Form</u> Identify a core planning team and key consultants. Enter details into the form in <u>Appendix A2 Planning Team Membership Record</u> Carry out a stakeholder analysis and develop a stakeholder participation plan. Enter the results into the form in <u>Appendix A3 Stakeholder Analysis Form</u> and <u>Appendix A4 Stakeholder Consultation Plan</u> Identify management boundaries and zones and list them in the form in <u>Appendix A5 Zoning and boundary analysis result</u>
Timescale	Preparation could take as long as 3-4 months, depending on time available
Personnel	The core management team plus key consultants should complete this section.

4.1.1 Establish the legal and policy framework for the plan

Most Protected Areas exist within a legal and administrative framework. It is important to acknowledge this and to understand clearly the formal and informal context for the plan. In simple terms this means that you need to clarify the legal and administrative context within which the plan is written and the official process by which it should be developed, approved and endorsed. Information Box 17 lists the main laws applying to Protected Areas in Romania.

Information Box 17: Legal context for Protected Areas in Romania (as of May 2002)

Main Laws

- Law No. 137/1995 concerning Environmental Protection
- Law No. 462/2001 for the Approval of the Government Emergency Ordinance No. 236/2000 regarding the Regime of Natural Protected Areas, Habitat Conservation and the Conservation of Wild Flora and Fauna
- Law No. 5/2000 approving the National Plan of Land-use, Section III – Protected Areas

Additional laws with provisions applying to Protected Areas, especially on special conditions to be respected in the approval processes for investments and developments:

- Law No. 213/1998 on Public Propriety and its Legal Regime.
- Law No. 50/1991/1991 on Approval Procedures for Constructions and Provisions for Building Homes

4.1.2 Identify the Core Team to lead Development of the Plan

Experience tells that plans written by remote committees or consultants stand less chance of actually working. The Park administration should take the lead in writing the plan and the planning process should be participatory. It is likely that you will need to consult a wide range of groups and individuals, but it is also useful to identify your core working group right from the start.

The core team should work together for the whole management planning process and take the lead in developing, writing, editing and publishing the plan itself. The working group should rarely exceed 12 people. A recommended composition of the group is shown in Information Box 18.

Information Box 18: Recommended core planning team composition

- The Park Manager
- Key members of the Park Administration team including specialists in all major areas
- Nominated individuals from the Scientific Council and Consultative Committee
- Any other individuals and stakeholders whose contribution, knowledge and/or expertise may be important and whose continuous contribution to the process may be important and is possible.
- Include if possible representatives of your key stakeholder groups (see below)

A working group that is too large will not be effective. It is very important that members of the core team are able to commit the time and effort to participate throughout the plan. If key individuals are not able to make that commitment it is better for them to not be in the working group, but they will of course have many other opportunities to contribute through workshops and consultations.

Once you have decided on the core working group you should ensure that they are all provided with as much information as possible before starting work and that you hold at least one briefing meeting with the whole team before getting started. It is essential that everyone on the team understands the process before it starts.

4.1.3 Develop a Stakeholder Analysis and Participation Plan

Using the table below as a guide identify the main stakeholders and for each group of stakeholders list as many different categories or sub-groups. For each group, consider their potential positive or negative impact on the park and the management plan, and the potential impact of the park or plan on their activities. From this consider how important it will be for that group to be involved, and in which ways they should be involved in plan development. Write up and make the table available to planning participants.

Information Box 19: A framework for stakeholder analysis

List Stakeholder groups and sub-groups. The headings provided are for guidance only and should be replaced by named agencies, groups, communities etc	Summarise the relationship between stakeholder and the protected area	Identify the appropriate Level of participation for the stakeholder group using the categories from Information Box 11 a. Provide information only b. Request information c. Consult and ask opinions d. Provide incentives for information e. Solicit feedback f. Involve in analysis and direction finding g. Involve in planning and decision making
Local management agencies (e.g. Park Authorities, Forest Management Administrations etc)		
Local administration e.g. local mayors		
National government		
Advisory bodies e.g. Scientific committee		
Local communities within or in the vicinity of the park		
Local land owners groups or associations		
Regional population e.g. residents of nearby towns		
National population e.g. national tourists		
International communities e.g. foreign tourists		
NGOs e.g. local, national, international		
Schools, universities, museums and research organisations		
Private sector e.g. businesses, private enterprises, tourism ventures, resource extractors		

Information Box 19: A framework for stakeholder analysis

The media e.g. journalists, TV Stations		
Religious groups		
International donor agencies e.g. World Bank		

4.1.4 Inform stakeholders about the planning process and gather views and opinions

The amount of participation in the planning process is in the end the decision of the protected area management agency and the planning team. It would however be negligent not to canvass the knowledge, views, intuition and ideas of a wide range of stakeholders at an early stage. The approach adopted during plan development was to hold a ‘mini planning’ workshop for each park, inviting a wide range of individuals from stakeholder groups. The detailed process of how this was achieved is available in a separate document. Activity Box 2 shows a summary of what took place.

Activity Box 2: Generic Structure For Initial Stakeholder Workshop

Programme Item	Day 1	Presented By
Welcome		Park Manager
<i>All three workshops were well attended with a wide representation mainly based on the Park Consultative Committee</i>		
Introductions. Delegates, park administration team and consultants		Delegates
<i>All participants introduced themselves with name and affiliation and asked to say a few words about their connection to and interest in the park.</i>		
Agenda. Introduction to the purpose and programme of the workshop.		Park Manager
<i>All delegates were given a pack with an agenda, a map of the park, details of the management planning structure, a summary of the Romanian protected areas law and other locally relevant documents. Evaluations from delegates at all three parks indicated that they would have liked the materials earlier</i>		
Presentation. ‘Rules’ of the workshop and the principles of participation.		Park Team Member
<i>The park team at Retezat developed a set of rules for the workshop and these were adapted and adopted by the other parks</i>		
Briefings. The Biodiversity Conservation Management Project. PAs in Romania		Park Manager
<i>The aim was to give delegates a clear idea of the local and national context for the project the workshop and the PA</i>		
Break		
First Participatory Activity. Two-stage Asset and Threat/Concern Analysis through assembling individual responses to the following questions: Question 1: Write on three GREEN CARDS what are for you, personally, the three most important values of the Park. <i>Cards collected after 15 minutes, read out fixed to the wall and grouped in themes. Discussion</i> Question 2: Write on three RED CARDS what you consider to be the three greatest threats to the Park <i>Cards collected after 15 minutes, read out fixed to the wall and grouped in themes. Discussion</i>		Park team members Discussions led by park manager
<i>This activity allows every individual to make an early contribution both equally and anonymously. It also shows quickly the variety of opinions in the group, but also that many members share the same views. The cards were pinned up on the wall for the remainder of the workshop and facilitators were able to refer to them throughout.</i>		
Lunch Break		
Presentation. The work of the park administration and the roles of the Scientific Council and Consultative Committee		Park Manager
<i>This presentation was aimed at further familiarising participants with the composition and structure of the park administrative team and the way that the Scientific Council and Conservation Committee function</i>		
Second Participatory Activity. ‘Brainstorming session with all contributions written on cards, which were fixed to the wall and sorted into themes. Followed by group discussion. ‘What would be the consequences of leaving the park unmanaged for the next 5 to 10 years?’ ‘What ideas could the park do to make the most of the values identified and to address the threats and concerns?’		Facilitated by park team members
<i>The aim of this activity was to introduce a second, more open, form of participation through an activity involving the whole workshop.</i>		
Break		
Presentation. Examples of consequences of lack of conservation management from around the world		Consultant
<i>This presentation was to allow participants to appreciate examples from elsewhere as to how things could go and have gone wrong. This was intended to address a fairly widespread feeling that because the parks are in a relatively good state already, there was little need to take special measures now.</i>		
Presentation. Principles of protected areas management planning		Consultant
<i>This was a detailed presentation addressing the basic principles of management planning.</i>		

Close. Workshop dinner	
Day 2	
Presentations on current state of knowledge and activities. For example Introduction to concepts of biodiversity; Biodiversity and wildlife survey results; Community activities; Education and Awareness Activities; Rangering and Protection Activities; Tourism and recreation; Questions and discussion	Park Biologist Park Community Officer Park Awareness officer Park Head Ranger Park Tourism Officer
<i>The presentation on concepts of biodiversity was developed in order to address concerns that the language of biodiversity may be too complex and obscure for many of the participants. The park staff presentations were based around current levels of knowledge and work done to date, not plans for the future, as they did not wish to influence the ideas generated by participants.</i>	
Briefing for third participatory activity: ‘Small group production of a ‘mini management plan’ working in thematic groups. A number of themes for the mini plans were identified participants divided into groups of 4-6. Each group was assigned to produce a thematic goal, 5 objectives, a set of actions for each objective and a list of key stakeholders for each action. Results were written on coloured cards and presented in the form of a poster at the end of the afternoon, followed by questions and discussion	Consultant Park Manager
<i>This briefing was important to set the agenda for the afternoon and the use of a prepared example worked well. The presentation also included definitions and examples of the terms, goal, objective and action.</i>	
Lunch	
Facilitated group work to produce posters for ‘mini management plan’	Groups
<i>At all three workshops almost all teams worked together very well. Park team members participated in the groups but were instructed to encourage maximum contributions from other group members and not to lead the discussions or decisions. Each group appointed a moderator and also someone to make the final presentations.</i>	
Presentation and discussion of group work results	Group representatives
<i>All teams produced a poster as required and the quality and value of the outputs was very high.</i>	
Summary. Explanation of the next stages of the management planning process and future opportunities for participation and consultation	Park Manager Consultant.
<i>The conclusion of the workshops explained that a small team would be producing a detailed plan in the following few days, that this process would make full use of the outputs from the stakeholder workshop, that participants would be kept informed and that the formal process of plan approval would include them</i>	
Individual written evaluations	All participants
<i>At all three workshops an evaluation form was circulated and filled in by most participants. Responses were generally very favourable.</i>	
Thanks and close	Park Manager

4.1.5 Identify Management Zones and Other Boundaries

If the protected area already has an established zoning system this section may not be relevant, but you may also want to take the opportunity to review and possibly adapt the zones. Drawing the boundaries will inevitably involve a compromise: you need to define areas that meet the following requirements:

Information Box 20: Requirements for management zones

Identify zones that ..

- Are effective for conservation of key species, communities and ecological processes.
- Allow project sustainability
- Form a manageable administrative area.
- Are accepted by as many stakeholders as possible

You should also remember that Protected areas are not normally isolated islands; to plan for a protected area you will normally have to look beyond its administrative boundaries. The Park may have an influence over a much wider area and in turn be influenced by areas far beyond its boundaries. A detailed summary of the zones that could be designated is located in Information Box 13 of this Manual. It is important at an early stage to discuss and decide what the planning area is going to be. Section

Activity Box 3: A mapping exercise to determine the scope and boundaries of a plan

On a large sheet of paper fixed on the wall or flipchart, draw a simple map of the main administrative and political boundaries of your protected area and other fixed features (roads, rivers, settlements etc)

Discuss each of the zones types listed in Information Box 13 in turn with the group. Work together to draw the zone boundaries and discuss the management approaches they are likely to need

Decide just how wide you want your management plan to stretch. Consider your resources and also how much authority you have. Some Park managers around the world routinely work at a national and international level and some are required to work through national bodies and agencies.

Once you have agreed the zones draw them in more detail on a large scale map or enter them into your GIS system.

This activity will also help to define the management themes required in section 4.5 of this manual

4.2 Compile the Introduction and Context Section of the Plan

You are now ready to start compiling and writing the plan. The previous exercises and activities should now enable you to compile most of the first, which deals exclusively with factual information and which sets the scene for the plan itself.

This section establishes the official ‘credentials’ of the management plan, describing the legal and administrative framework under which it was developed, as well as providing a brief summary of the plan and the process by which it was developed. It should leave the reader in no doubt that this is an important document.

Activity Box 4: Compiling the Introduction and Context Section

Action	Complete the ‘Introduction and Context’ Section using the headings from output box 2 . Total final length should be 3-5 pages. Enter results into table in <u>Appendix A6 Section Headings for Chapter 1</u>
Timescale	This should not take long to complete this as much of the information can be copied from elsewhere
Personnel	Can be completed by a small group delegated from the planning team
Process	• Most of the content should be available from published material and will be common to all protected areas. • Delegate one or two members from the core planning team to collate the information using the table contents below as guidance. This may involve an information gathering visit to the regional or national office of the park management authority • As this section contains legal information it is essential that it is correct and has been verified as correct • Ensure that copies of all relevant documents are obtained for the protected area library and archive • Present the completed pro forma to the core planning team for approval and if necessary modification • Complete section 1.1 only when the remainder of the plan is written.

4.2.1 Table of contents for the introduction and context section

The following headings for chapter 1 are those developed for the three pilot parks. The final product will be a completed version of this table with a total length of 3-5 Pages

Output Box 2: Contents of Chapter 1 of the Management Plan Introduction and Context

- | | |
|-----|--|
| 1.1 | Short description of the plan, its goals and objectives
<i><u>This section cannot be completed until the plan is finished</u></i> |
| 1.2 | Goal and categories of the protected area
<i><u>This should be based on the IUCN and Romanian Categories</u></i> |
| 1.3 | Legal basis for the protected area and the plan |

This should be based on the information from chapter 2.2 of this manual. The national legal basis should be the same and a model text for this is located on the accompanying CD

1.4 Process of plan development

The Romanian management plan regulations require evidence of participatory planning. This section should be filled in once the plan is written and should summarise the process that produced the plan.

1.5 Procedure for modifying and updating the plan

This section will normally be the same for all protected areas. A model text for this is found in appendix

1.6 Procedure for implementation of the plan

This should clarify the main legal and administrative means by which the plan will be formally implemented and monitored.

4.3 Compile the site description

To make a plan you need to have a good information base upon which to make your decisions. An important early stage in the management planning process is to gather and present information in a structured way and to provide a full, clear and concise description of all important aspects of the protected area.

Information Box 21: Four main purposes of the description section

- To act as the first point of reference for any information about the site
- To help the management team to develop a comprehensive factual archive for the site
- To ensure that you have a real factual basis for planning and decision making
- To enable others reading the plan to get a clear and accurate picture of the site.

Activity Box 5: Completion the Site Description

Action	Complete all sections Site Description section using the headings provided. Total length should be 8-12 pages. Use the form in Appendix A7 Information Summary Sheet for Compiling Descriptions to compile information
Timescale	Enter results into Appendix A8 Section Headings for Chapter 2 This process should take place over several weeks or months. Information gathering can be incorporated into the work plans of park staff with different sections delegated to different staff.
Personnel	All members of the planning team plus outside experts and local informants.
Process	The process described below is based on that used for the three pilot parks and addresses all of these issues. <i>Use Standard Headings for Information Collection and Presentation</i> Use the set of headings in section 3.3.4 below as the basis for information collection and collation. Set up a filing system for information using the headings and start collating the information in these sections <i>Create Information Gathering Forms</i> Create a standard form to fill in for each section and allocate the various sections to the appropriate members of your core working group. The form used for the three pilot parks is shown below. After individuals have completed their forms they can then be circulated and relevant experts and then corrected, updated and collated.

PROTECTED AREA MANAGEMENT PLAN INFORMATION SUMMARY SHEET	
Section number and title	e.g. 2.2.1 GEOLOGY
DESCRIPTION: <i>Write in the summary information following the guidance provided.</i>	
MAPS REQUIRED: <i>List any maps that maybe required to illustrate the description</i> LISTS/DATA/DOCUMENTS FOR APPENDIX: <i>List documents/datasets that are to big to be included in the description but that are important enough to be put in an appendix to the plan</i> DOCUMENTS/MAPS ETC FOR REFERENCE LIST: <i>Provide full references for important sources. These can then be collated into the bibliography for section 2.6</i>	

Gather Secondary Information

Assemble published and existing information, including books, papers and maps. Searching in libraries, offices of other agencies, universities and museums are often fruitful. Consultation with local people is also important and can reveal a lot of information; do not just rely on official published information. Internet searches and information appeals via list servers can also work.

Review data, identify gaps and conduct field assessments to fill important gaps

Circulate completed forms for comment and correction. In some cases further rapid field assessments and checking of information on site may be required.

Edit, check and précis information

Once all of the forms have been completed it is essential to get the information checked and edited to be concise, including just only what is essential for a clear description of the site.

Summarise information under the heading provided

The set of headings includes in italic suggestions for the type of information to include, but remember that this is not supposed to be a thesis on the area, but a concise summary of relevant information.

- Filter information to leave only what is relevant to the management of the site
- Keep it brief and to the point. Do not add data that is not relevant just to fill in the section. Use summary tables if possible for extensive and complex information. Don't worry about having insufficient information. Record the shortfalls in data. Always provide references for information sources. Create appendices for essential maps and documents.

4.3.1 Contents table for the site description

Output Box 3 below provides guidance for the structure and contents of the description section. The final product will be completed version of this table, totalling 8 - 12 pages.

Output Box 3: Contents of the site description section of the management plan	
2.1	General Information
2.1.1	Location <i>The purpose of this section is that a new reader can quickly locate the protected area</i> <i>State the geographical position of the Protected Area (giving latitude and longitude or grid references if possible) and its</i> <i>List main access points.</i> <i>Include a basic, simple large scale location map</i>
2.1.2	Land Tenure and management rights <i>List the owner/occupier, the type of holding, date of acquisition, length of agreement, total area, legal rights and other rights as well as any existing management policies and agreements.</i> <i>Complex information can be presented in a simple table</i>
2.1.3	Management resources and infrastructure <i>Outline current staffing arrangements with organogram</i> <i>List/map all key infrastructure item, owned by the Protected Area. Buildings, roads, utilities etc.</i>
2.1.4	Map coverage <i>List available map coverage of the area. A table showing type of map, scale and sheet number is normally sufficient</i> <i>If you have a GIS system, state the type and level of coverage available</i>
2.1.5	Photographic coverage <i>List types and location of photographic coverage available, both aerial and ground</i>
2.1.6	Boundaries, Compartments and zones <i>Define and describe the legally defined zones and boundaries of the protected area.</i> <i>Define and provide brief rationales for internal/external management zones if they exist</i> <i>Define the operational area for the plan if it is larger than the protected area itself.</i>
2.2	Physical environment
2.2.1	Geology <i>Provide a brief summary of the main geological characteristics and features for the area. A simple map may be useful</i>
2.2.2	Geomorphology/Landforms <i>Provide a brief summary of the main geomorphological characteristics and features for the area. A simple map may be useful.</i>
2.2.3	Hydrology <i>Provide a brief summary of the main hydrological characteristics and features for the area. A simple map may be useful.</i>
2.2.4	Climate <i>Tabulate key climatic information (temperature, precipitation, wind, seasons etc)</i>
2.2.5	Soils/substrates <i>Provide a simple non technical summary</i>
2.3	Biotic Environment
2.3.1	Flora and plant communities <i>List significant botanical surveys</i> <i>Summarise existing knowledge, including totals of species in key taxa</i> <i>List important or notable species, using recognised threat categories if possible</i> <i>List and briefly describe the main plant communities (phytosociological associations) present. Use standard national classifications if they exist</i>
2.3.2	Fauna <i>List significant faunal surveys</i> <i>List total numbers of species in key taxa</i> <i>List important, notable species, using recognised threat categories if possible</i>

Output Box 3: Contents of the site description section of the management plan	
2.3.3	Habitats and Ecosystems - List the important habitats of the area. - Note: it is important not to confuse habitats with plant communities. A habitat is a recognisable 'home' for animals or plants and is likely to combine physical and biotic characteristics. Some habitats may equate with plant communities (e.g. evergreen forest) but some do not (e.g. watercourses, scree slopes, caves)
2.3.4	Landscapes Describe the landscape and list key landscape units
2.3.5	Ecological processes and relationships Describe any special natural ecological relationships or processes that are critically important of the site Note: some teams have had difficulties with this section. It is not necessary to complete it if there are no relevant processes or relationships. Highly relevant examples might be: - Seasonal flooding of a wetland that maintains important habitats for wetland birds - Avalanches and rock falls providing important habitat for pioneer plant species - Presence of vultures dependent on carrion availability
2.4	Socio economic and cultural information: Historical
2.4.1	Archaeological and historical Briefly describe the archaeological and/or historical significance of the site and list any important sites or locations in the protected area
2.4.2	Historical significance and interest Some sites have special associations with individuals or events. This may be associated with a famous writer, or song, or well known legend or local language or even type of food. It may have been the location for a pioneering study or the resting place of a national hero. Briefly describe this type of significance, but only where it is truly nationally or regionally important
2.4.3	Past management and land use Describe the main types of land use and management that have occurred in the past and that are relevant to current management.
2.5	Socio economic and cultural information: Current situation
2.5.1	Local communities List and provide statistic about the people who live in and around your protected area. The relevant section from your stakeholder analysis will be useful here. You should at least list the main settlement and provide basic demographic and socio economic data and information about local infrastructure and facilities (i.e. schools, roads, utilities etc)
2.5.2	Other stakeholders List and provide statistics about the other main local stakeholder groups from your analysis. These are likely to include local government bodies, land management and regulation agencies, NGOs. Local academic institutions etc.
2.5.3	Present land use Describe how the land in your protected area is currently used in relation to production or exploitation. (If at all). Types of land use are likely to include: agriculture (arable or grazing), forestry, collection of natural products, hunting, water storage, mineral exploitation, housing, and industry. You may also wish to summarise main types of land use in the area around your protected area
2.5.4	Present conservation designations List the main conservation status and designations affecting the sit and any important conditions and restrictions that may apply. Note: this section may duplicate some of the information from Chapter 1 but it is useful to have a summary of what types of conservation land use and planning are in placer at the time of writing the management plan.
2.5.5	Educational use and facilities Describe the educational use and facilities of your site. This section should not contain information about local schools (that should be in the communities section). It should state what, if any, facilities, programmes and activities exist for education
2.5.8	Recreational/tourism use/facilities First briefly summarise general information about tourism trends and activities in your region List the tourism facilities that exist in your protected area (trails, facilities, signs etc) List any important tourism facilities and activities around your protected area that may affect it Provide statistics on visitor numbers and if possible a visitor profile for your site.
2.5.6	Research use/facilities Describe who uses your protected area for research and any facilities that exist to assist researchers

Output Box 3: Contents of the site description section of the management plan

2.6	References and Bibliography				
	<i>List all reference material used on your information section</i>				
	Author(s)	Date	Title	Publisher	Place of Publication

4.4 Define the goal of the plan

It is hard to make a management plan if you do not know what it is you want to achieve. To do this it is important for a plan to have an overall goal

Information Box 22: Definition of a management goal

The GOAL is a statement of the ideal future condition for the whole Park *in the long term* and as a result of the plan. You will sometime see the word VISION used. This is similar to a goal but can be an even wider concept, embracing not just future conditions but future attitudes and experiences.

The management plan may not necessarily ensure that the overall goal is entirely met, but it should clearly and logically work towards it. The overall goal should:

- Capture the essence of what the park (and thus the management plan) aims to achieve. Should be clear and succinct – ideally only one or two sentences – or a short paragraph.
- Allow everybody involved in the process to share a common, single vision of the future for the protected area.

Activity Box 6: Defining the goal

Action	Define an overall goal for the management plan and secure endorsement from key stakeholders and authorities. Enter the agreed goal into the form in Appendix A9 Plan Goal
Timescale	This should happen early in the planning process. The goal can be defined in a one-day workshop.
Personnel	Initially all members of the planning team plus invited stakeholders
Process	This approach was used at the Romanian management planning workshops and not only led to the development of some excellent Park goals, but also promoted a great deal of discussion and debate that contributed to the development of plan objectives. • Ask the members of a workshop or team meeting to write on cards what they think are the three most important attributes of the Park. Stick the cards to a wall and arrange them in thematic groups. This will give an idea of what people most value about the protected area • Ask members of a workshop or team meeting to describe their vision for the future on paper through words and/or pictures. Display these ideas on a notice board for a few days and invite people to write up comments on them. • Hold a small team meeting or workshop to discuss these ideas and to try to identify the key words and ideas that link individual visions together. Prepare a draft goal using the key words • Test the draft vision with a range of stakeholders and allow it to be developed and adapted

4.4.1 Examples of goals

Output Box 4: Examples of goals and visions from other protected areas

WESTLAND/TAI POUTINI NATIONAL PARK NEW ZEALAND.

(A Category II National Park)

1. To preserve in their natural state in perpetuity the landscape, natural ecological systems and natural features of Westland/Tai Poutini NP
2. To retain the essential character of Westland/Tai Poutini NP as a natural area of great beauty, diversity and of value for the benefit, use and enjoyment of the general public to the extent that this is compatible with

Objective 1

VISION FOR LAKE DISTRICT NATIONAL PARK ENGLAND (CATEGORY V)

The Park will remain an area of the highest landscape value, a place renowned for its outstanding natural beauty, which will continue to display those special qualities that set it apart: an area with vibrant local communities, providing a distinctive experience for its many visitors.

RETEZAT NATIONAL PARK ROMANIA (CATEGORY II)

Obiectivul principal al Parcului Național Retezat este acela de a păstra Parcul Național Retezat astfel încât să rămână un loc unde natura să-și urmeze cursul firesc, un loc ale cărui valori să fie recunoscute de publicul larg, de localnici și de oamenii de știință, un loc unde turiștii cu atitudine responsabilă sunt bineveniți, iar utilizarea durabilă a resurselor naturale de către localnici este reglementată.

VÎNĂTORI NEAMȚ FOREST PARK ROMANIA

O arie naturală protejată destinată gospodăririi durabile a pădurilor, conservării peisajului și tradițiilor locale, reintroducerii zimbrului în arealul său natural și încurajării turismului bazat pe aceste valori.

4.5 Define The Main Themes For The Plan

You should now define the main chapter headings (themes) for the plan. Ideally you should aim for a maximum of 8 themes.

Information Box 23: Definition of a Management Theme

A theme is the title for a section of the plan that deals with a related set of issues. The themes of a plan answer the question: *'What are the main issues that the plan needs to address?'*

Themes are not objectives: they should simply define the main headings for the structure of the plan.

Examples of themes are 'Tourism', 'Community Development', 'Habitat Conservation'.

Activity Box 7: Developing Main Management Themes

Action

Identify no more than 8 very brief main themes for the plan, including one theme entitled 'Management, administration and sustainability'

Timescale

Enter the themes into the relevant section of the form in Appendix A10 Plan Themes
The themes can be initially defined in a half-day meeting or workshop.

Personnel

Initially all members of the planning team plus invited stakeholders

Process

- Use the results of the boundaries and zoning activity described in section 2.5.4 to help identify the main themes. With your core working group you can discuss what are the most likely areas of activity and how to divide these into general themes.
- Based on the results of the mapping activity list the agreed themes
- Ensure you include the management, administration and sustainability theme
- Be prepared to revisit these themes and adjust them if you find they are not working
- Always include the following two themes
 - Effective Park Administration , Management and Sustainability
 - Monitoring

4.5.1 Examples of themes

There is no set structure for the themes, they should be designed to fit your protected area. It is highly likely that your themes will include some or all of the following either individually or in combination, but your plan may also include some other special themes. It is recommended that you limit yourself to 6 – 8 themes. Most management plans have several themes in common, but it should not be assumed that the themes will be the same for all protected areas. Output Box 5 shows the most common themes.

Output Box 5: Range of themes most commonly encountered in management plans

- Protecting and managing biodiversity
 - Protecting and managing earth sciences and the physical environment
 - Special measures to protect distinctive areas
 - Special measures to protect key species
 - Strengthening enforcement and protection
 - Managing tourism and recreation
 - Sustaining the local cultural heritage
 - Protecting historical and archaeological features
 - Supporting communities and the local economy
 - Promoting Awareness and Education
 - Enabling and managing sustainable use of natural resources
 - Research
- You should always include two additional themes*
- Effective Park Administration, Management and Sustainability
 - Monitoring

Specific themes will depend on the purpose of the protected area and the local context in terms of assets, threats and the local environment. Output Box 6 below shows the themes from the three pilot parks in Romania.

Output Box 6: Themes from the three pilot protected areas in Romania

Retezat National Park	Piatra Craiului National Park	Vanatori Neamt Forest Park
A. Biodiversity Management	A. Conserving Biodiversity and Landscapes	A. Protecting and managing biodiversity (with section on bison)
B. Landscape and Physical Environment Management	B. Conserving local traditions and culture	B. Managing tourism and recreation within the Park
C. Resource Use Management	C. Managing land use and natural resource use	C. Sustaining local cultural heritage
D. Supporting Local Communities	D. Managing Tourism and Recreation	D. Supporting communities and the local economy
E. Tourism Management	E. Promoting Education and Awareness	E. Awareness and Education in support of all objectives
F. Awareness and Education in support of all objectives	F. Effective Park Administration and Management	F. Integrating forest management and park management
G. Effective Park Administration and Management	G. Monitoring	G. Effective Park Administration and Management
H. Monitoring		H. Monitoring
I. Management of issues related to the Biosphere Reserve		

4.6 Evaluate the Information for each Theme

Management Planning should above all be a clear and logical process and before you start defining objectives and actions it is important to consider carefully the information that you have gathered and to develop a clear rationale for actions.

Information Box 24: Definition of Management Evaluation

Evaluation is a process that leads to an analysis, based on the information gathered, that will justify all later objectives and actions. Evaluations should address the following key questions in relation to each specific theme

- What are the key components of the theme?
- What can we learn from the information that we have already?
- What are the likely changes and trends factors that you will need to plan for?
- What zones of the protected area are most likely to be affected?
- What are likely to be the main management approaches, direction and priorities for the theme?

Activity Box 8: Evaluation

Action	Write a 1-2 page draft evaluation for each theme (except Theme M, Monitoring) , using the information collected and the guiding questions provided. Enter the evaluations into the relevant sections of the form in <u>Appendix A11 Evaluation and Objectives for each theme</u> (one form for each theme) Check the validity of the evaluations once the remainder of the plan is written.
Timescale	This is a challenging process. In an intensive workshop environment it may take one or two days to agree on evaluations.
Personnel	All members of the planning team plus invited stakeholders
Process	During development of management plans for the three pilot protected areas the teams adapted an evaluation process from other plan formats to apply more specifically to the needs of their sites. The teams carried out evaluations based on each of the themes they had identified using a set of guiding questions to assist them. The evaluation section is not for detailed planning, but should form a clear justification and argument for your plan. Once you have completed defining objectives and actions you should check and revise your evaluation to make sure that it does justify what you are planning. • Hold a planning team meeting to present the themes identified in the previous stage • Assign two or three people to write the evaluation for each theme. The groups should include relevant specialists. Ensure the evaluation groups have access to a wide range of information sources • Use the guiding questions for evaluation below to assist in the evaluations. The evaluations should not repeat information from chapter 2, they should interpret that information. • Each evaluation group should present its findings to the whole team for discussion and revision, ensuring that the guiding questions have been used. Once the evaluations are agreed, enter them into the evaluation form in Appendix A11 Evaluation and Objectives for each theme • Secure endorsement from key stakeholders and authorities

4.6.1 Guiding questions for carrying out evaluation

The following questions in Activity Box 9 were developed to help guide the evaluation process for different types of theme. These questions are intended to provoke discussion, debate and analysis, and the evaluations should not be just lists of answers to the questions. It should be a logical argument for action.

Activity Box 9: Guiding questions for evaluation for main themes

The following questions are intended to assist you in carrying out your evaluation for each theme. The evaluation is not just a matter of answering these questions, but they should cover many of the issues that you will need to address.

Natural and Physical Resources Themes (species, habitats and ecosystems and the physical environment)

- Confirm the most important features/attributes of the area (fauna/flora/habitats/geological/physical landscape) and summarise why these are important? Summarise the main factors which maintain these key features/attributes
- Summarise the main factors which threaten them

Cultural heritage and historic landscape themes

- Confirm the key features of cultural/heritage/landscape importance and outline the factors required to conserve them?
- Summarise the actual/potential positive links between these and biodiversity conservation?
- Summarise the actual/potential conflicts?
- Outline the opportunities for coexistence of biodiversity and cultural features/traditions

Education and interpretation themes

- Assess the suitability of the area for education and /or interpretation including opportunities and constraints?
- Identify the target groups and identify the key messages.

Research and study themes

- Identify the suitability of the area for research projects and activities by outside agencies, including both academic and applied research
- What are the needs and priorities for research?

Social and community themes

- Identify the main positive interactions between local communities and the area?
- Identify the main actual and potential negative interactions between local communities and the area?

Activity Box 9: Guiding questions for evaluation for main themes

- State how local people could benefit from the area and how the area could benefit from local people?

Business and the rural economy themes

- Identify the key economic activities and trends in the area?
- Summarise opportunities for further economic activity appropriate to the biodiversity conservation of the area?

Resource use themes

-

Tourism and recreation themes

- Identify the main features of interest to the visiting public
- Identify the main types of visitor likely to be interested by the area
- Describe the regional/national tourism context (trends and initiatives)
- Identify the likely main environmental impacts of tourism and recreation.
- Summarise how tourism could benefit the protected area and key stakeholders.
- Identify any existing or potential conflicts between different types of visitor or between tourism and local communities?
- Define what type of tourism and recreation should the protected area be trying to cater for and what should it avoid?

Activity Box 10: Evaluation for Protected Area Management, Administration and Sustainability

- In order to identify what the main priorities for the administration of the protected area and the management of the implementation of the plan it is very useful to conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis
- This is best conducted as a group exercise with the core planning team.
- Put up a large sheet of paper on the wall with the following diagram on it. The table contains some guidance as to the type of information that you may wish to include in each section

STRENGTHS What are the existing positive features of our management and administration?	WEAKNESSES What are the existing negative features of our management and administration?
OPPORTUNITIES What likely future opportunities are there for improving the impact and effectiveness of management	THREATS What future factors may threaten efficient and effective management?

- Work with the management planning team to fill in the table, inviting contributions from all participants. It is important that this process is carried out in a transparent way; the process is not intended to apportion blame or praise, but to understand the situation as it stands. The example below is from a real analysis.
- You can then use the SWOT analysis as the basis for producing a written evaluation for management and administration. In the pilot project some of the park managers felt that although the SWOT analysis was a valuable exercise it required further explanation and clarification and was not suitable to be included in the plan. The park managers therefore wrote management evaluations based on their SWOT analyses.

4.6.2 Evaluation examples

For each of the themes that you defined in section 4.5 above the output you should write a one-page evaluation that will act as a justification for the objectives and actions that follow. Once you have developed your objectives and actions for the plan you should recheck the evaluation and ask two questions

- a. Does the evaluation justify the actions
- b. Are there any parts of the evaluation not converted to action

The tables below show examples of evaluations from the pilot protected areas in Romania

Output Box 7: Examples of a completed evaluations from Vanatori Neamt Forest Park

Evaluare pentru biodiversitate

În cadrul Parcului Forestier Vânători Neamț întâlnim o mare varietate de tipuri de păduri naturale și seminaturale, alături de suprafețe mici de pajiști și pășuni, alcătuind un mozaic de ecosisteme dintre cele mai diverse. Toate acestea cuprind un sistem natural de păduri tipice zonei de dealuri și munți mijlocii, care împreună cu peisajul antropic asociat, crează o zonă cu un specific aparte.

Aspectul natural al zonei este dat de existența unor suprafețe mari de pădure apropiate de tipul natural fundamental, de abundența regenerării naturale și de marea diversitate de specii care trăiesc în armonie. Prezența regenerării naturale constituie un indicator al stării de adaptare al ecosistemului forestier, precum și o premisă a continuității pădurii.

În decursul timpului, interacțiunea dintre om și natură a păstrat neschimbat echilibrul ecosistemic, precum și complexitatea ecologică. Lipsa unei dezvoltări industriale masive sau a unor aglomerări populaționale au reprezentat în timp un factor de menținere a echilibrului natural creat în decursul timpului. Tradiția unui management forestier adecvat și evitarea supraexploatării resurselor au avut de asemenea o importantă contribuție. Modul de gospodărire a pădurilor promovează speciile de plante autohtone, regenerări naturale, utilizarea resurselor de masă lemnoasă în limitele capacităților de susținere a pădurii, tratarea distinctă a diferitelor tipuri de ecosisteme și menținerea funcțiilor protective ale pădurii. Încadrarea pădurii cu așezările monahale și umane definesc un peisaj unic, cu valențe istorice și religioase multiple

Dacă până în prezent, nu a fost semnalat un număr mare de specii amenințate sau periclitate, aceasta se datorează faptului că parcul este o zonă cu diversitate bogată și slab alterată, unde se întâlnesc numeroase specii de floră și faună din România. De asemenea, existența unui număr important de specii indicatoare demonstrează calitatea unor intervenții care nu afectează ecosistemul.

În zona Parcului au fost identificate regiuni care păstrează intacte caracteristicile naturale și în care pot fi surprinse aspecte floristice și faunistice cu un caracter aparte. Aspectul forestier al zonei, cu suprafețe predominant împădurite determină o anumită dinamică a proceselor, ce nu implică transformări majore în perioade scurte de timp. Pădurea reprezintă un element de stabilitate, intervenind benefic asupra solului, versanților, apei, microclimatului, asigurând un regim hidrologic relativ constant.

În afara ecosistemelor forestiere, parcul conține și alte habitate de mare importanță: fânețe, pășuni, ecosisteme acvatice, pe cursuri de apă sau ape stătătoare, mici ecosisteme aflate pe stâncării sau mlaștini, caracteristice încadrării alitudinale și geografice a zonei. Energia de relief mică cu pante domoale, culmi rotunjite, văi deschise acoperite de păduri nu determină procese geomorfologice de amploare mare și imediată.

Ca parte componentă a lanțului carpatic și subcarpatic, zona evidențiază o mare diversitate faunistică constituind adăpost pentru numeroase mamifere, inclusiv carnivore mari: lup (*Canis lupus*), urs (*Ursus arctos*), râs (*Lynx lynx*). Prezența acestora indică de asemenea existența unui sistem stabil, neafectat de activitățile umane. Reprezentarea echilibrată a tuturor categoriilor taxonomice specifice asigură suport pentru evoluție stabilă.

Elementele diversității biologice se regăsesc în cultura locală: embleme, măști urs, lup, case din lemn, dranița, meșteșuguri specifice.

Actualmente, parcul prezintă un grad ridicat de accesibilitate, ceea ce în timp poate prezenta un potențial pericol din punct de vedere al biodiversității. De asemenea, situația economică precară, precum și permanenta nevoie de resurse este un factor de presiune asupra mediului.

În ultima perioadă, în special după 1990, braconajul a căpătat amploare, ceea ce a dus la scăderea efectivelor unor specii de animale.

Deși din punct de vedere industrial zona nu prezintă pericol, nu trebuie neglijat aspectul poluării cu deșeuri menajere, rumeguș sau resturi aruncate de turiști, cu implicații negative atât asupra mediului cât și a peisajului.

Trebuie subliniat că, apariția unor modificări în regimul de proprietate și nerespectarea unui regim silvic adecvat ar putea aduce mari prejudicii valorilor ariei protejate, putând conduce la degradarea în timp a habitatelor. Fragmentarea suprafețelor forestiere în perspectiva schimbării regimului de proprietate, poate crea de asemenea discontinuități în conceptul unitar de abordare a managementului forestier.

Pericolul reprezentat prin declanșarea de procese erozionale poate constitui de asemenea un element de discontinuitate în structura peisagistică.

Zona prezintă o bogată diversitate de specii și ecosisteme tipice lanțului Carpatic, oferind oportunități de integrare a obiectivelor de menținere a biodiversității cu cele referitoare la cultură, tradiție, turism, etc.

Evaluarea pentru conservarea tradițiilor locale și patrimoniul cultural

Preocupările și stilul de viață din zona Parcului Forestier Vânători Neamț se desfășoară de sute de ani în strânsă legătură cu pădurea. Locuitorii și-au făcut o tradiție din folosirea pădurii ca sursă de venituri, folosind lemnul sau produsele secundare; deasemeni preocupări tradiționale pot fi considerate și cultivarea pământului, horticoltura, creșterea animalelor și comercializarea produselor de natură animală sau vegetală în târgurile din zonă, precum și producerea și valorificarea obiectelor de artizanat.

Multe din formele tradiționale de viață și muncă s-au menținut. Căii sunt încă folosiți într-un mod rudimentar pentru transport, munca la pădure sau la câmp; rasele de animale întâlnite în zonă nu sunt cele mai performante, aceasta ducând la o productivitate medie. Casele, uneltele și multe din obiectele folosite în viața de zi cu zi sunt realizate folosind materiale locale și cu o tehnică tradițională. O caracteristică aparte o reprezintă arhitectura tradițională, casele din lemn, cu învelitori din draniță și ornamente din lemn, împrejmuiri din lemn cu stâlpi sculptați și porți ornamentate.

Zona are o bogată tradiție și în ceea ce privește lucrurile confecționate manual: sculpturi în lemn și piatră, broderii, țesături, împletituri din nuiele, pielărie, asigurând valorificarea materiei prime locale.

Un alt specific al zonei îl reprezintă obiceiurile cu ocazia diverselor evenimente (sărbători, nunți, botezuri, înmormântări), manifestări cu specific local, târguri ale meșteșugarilor, care constituie adevărate parade ale portului popular tradițional.

Unii factori ce ar putea afecta negativ menținerea specificului local sunt reprezentați de acele influențe așa-zise moderne precum și de apariția unor persoane cu posibilități financiare mari, care investesc în zonă, nerespectând tradițiile și dezvoltarea de până acum.

Cadrul natural deosebit ce impresionează prin diversitatea naturală nealterată a constituit de-a lungul timpului sursă de inspirație pentru mari scriitori, pictori, sculptori. Valoarea peisajului rezidă și din faptul că fenomenul industrializării nu a afectat această zonă.

De asemenea, prezența apelor sărate și sulfuroase, în prezent insuficient exploatate, constituie o oportunitate pentru dezvoltarea economică și socială a zonei.

Conservarea valorilor istorice, spirituale și culturale a fost asigurată și de prezența numeroaselor mănăstiri, a căror stil de viață a influențat

puternic zona, constituind un atribut cheie în păstrarea specificului local.

Oamenii din zonă trebuie conștientizați asupra valorilor care există aici, precum și asupra modului în care sunt păstrate tradițiile și valorile locale, deoarece tocmai acestea pot fi folosite pentru îmbunătățirea condițiilor lor de viață, situație în care activitățile legate de pădure se pot reduce la nivelul conservării biodiversității.

Creșterea interesului comunităților asupra conservării biodiversității, în condițiile păstrării tradițiilor locale, se poate realiza într-o mare măsură, prin promovarea tuturor acestor valori la nivel turistic, situație în care s-ar ajunge și la o dezvoltare prosperă a zonei.

Output Box 8: Example of a protected area SWOT analysis

STRENGTHS

Capacity, skills and commitment of the management team
Existing management structures that are effective
Existing positive relationships with stakeholders
Support from key agencies
Recent successes in management
Resources available

OPPORTUNITIES

Possible new sources of support and funding (e.g. grants)
Possible new sources of income generation
Possible new relationships and partnerships (e.g. with local authorities, NGOs, universities, volunteers)
Likely future changes in the legal and administrative context of the protected area

WEAKNESSES

Gaps in skills, training, experience of the management team
Gaps in administration and management
Problem with legal status of the protected area and its boundaries
Conflicting/ contradictory objectives of different owners/users/managing agencies
Communications issues
Ongoing management problems
Lack of resources available

THREATS

Internal natural factors that may hinder management (e.g. issues of safety, accessibility or propensity for catastrophic natural events such as landslides or flash floods)
Internal man induced factors that may affect management (e.g. planned mineral extractions, dams, roads or other constructions)
External factors that may affect management and protection (e.g. pollution of watercourses running through the protected area).

4.7 Write Objectives for each Theme and Identify Indicators

Section 4.4 concerned defining the GOAL for the Protected Area, while in section 4.5 you developed a set of themes which have defined that main issues that the plan will need to address and will help you to define objectives. In section 4.6 you conducted an evaluation for each theme and this should give you a good idea of what needs to be done.

Based on the logic developed by this work next stage is to develop management objectives

Information Box 25: Definition of a management objective

The clear targets for what the plan should achieve in pursuit of the overall goal and *at least within the lifetime of the plan (normally 5 years)*

Many planning systems encourage the use of SMART objectives:

Information Box 26: Criteria for Objective A SMART Objective is

Specific: they should provide a clear target, not just express a vague wish

Measurable: It should be possible to measure and prove if they have been achieved

Adjustable: They should contain enough flexibility to enable adjustment and adaptation

Realistic: They should express what is really possible, assessed on your evaluation

Timed: The default time for achieving the objectives is the five year timescale of the plan, but if they are to be achieved in a shorter period this should be made clear

A more recent adaptation of this is strongly recommended Objectives should be

Impact oriented. They should represent the desired changes required to meet the goal

Measurable. Definable in relation to some standard scale of measurement

Time Limited. Achievable within a specific period of time

Specific. Clearly defined so all involved can have the same understanding of what the objective means

Practical. Achievable and appropriate within the lifetime of the plan

Activity Box 11: Objective Setting

Action	Write one (or at most two) objectives for each theme, based on the evaluation that defines clearly what should be achieved in the lifetime of the plan. Enter the objectives into the relevant sections of the form in Appendix A11 Evaluation and Objectives for each theme(one form for each theme) and also into the form in <u>Appendix A12 Summary of Objectives</u> For each objective identify what its desired impact would be and enter this into the relevant section of the form
Timescale	In a workshop situation this could take as much as one to two days
Personnel	Initially all members of the planning team plus invited stakeholders divided into small theme based groups
Process	Writing Objectives: However you do it you will find that objectives is very difficult. The idea is to capture exactly what you want to achieve in as concise and clear way as you can, but getting this just right is elusive. Many hours can be spent discussing a single word; everyone can agree very quickly on an objective only to find a few hours later that it was after all not what was needed. People get tired. In the end everyone often agrees what they want the objective to say but no-one can find the right words for it. • Divide the themes among groups of three to five people (experience shows that this is the best group size). If the group is much larger then a lot of time is spent discussing the detail of the language and the meaning of all the terms used. You can use the same groups who develop the evaluations as they will have a good grasp of the issues • Ask each group to produce a SMART or IMTSP objective for each theme that can be justified by the evaluation.. Exceptionally, allow groups to devise two objectives, or secondary objectives. • Each group should then present their work back to whole team to discuss, test it against MART or IMTSP criteria and to modify it. In almost all cases the whole team review improves the objective. If necessary split into small groups again to rewrite objectives that have not worked • If necessary swap members between groups to provide new approaches and ideas • Complete the table matching objectives to themes in Appendix A11 Evaluation and Objectives for each theme • Summarise the objectives on the form in Appendix A12 Summary of Objectives Adding Indicators In Section 2.5.5 a list of indicator types was provided. In order to be able to monitor objectives you should identify an indicator for each that is ideally type 1 (Impact Indicator) and/or Type 2 (Result Indicator). If the objectives are well written this should not be too challenging, but the process does give one more opportunity to check the objective. • Working as a team identify an impact and/or result indicator for each objective • Enter the indicator into the appropriate box in the form in Appendix A11 Evaluation and Objectives for each theme

4.7.1 The Language of Objectives

Most objectives are written with a similar grammatical structure and this can help to make them clear and smart. Below is an example of a generic objective where the sections in round brackets can be filled in to meet your needs. The sections in square brackets can optionally be added to make the objective more specific.

Information Box 27: Example of the language used to write an objective

To (Verb) the (attribute of the park) to/at (Target) [through (indication of action)] [while (Qualification)] [Within (time period) years]

To MAINTAIN the HEATHLAND at ITS CURRENT AREA AND CONDITION through TRADITIONAL GRAZING while PERMITTING NON DAMAGING RECREATION within THE LIFETIME OF THE PLAN

This is a SMART objective in that it states **SPECIFICALLY** what needs to be achieved, it sets a baseline for **MEASURING**, it contains the possibility for **ADJUSTMENT**, it is hopefully **REALISTIC** and it is **TIMED**

The objective also meets the IMTSP criteria of Margoluis and Salafsky

Here are some useful verbs to use in writing objectives. There are many more you could use, but these are particularly useful

Information Box 28: Examples of verbs commonly used in objective writing

Maintain	Promote	Control
Conserve	Increase	Prevent
Ensure	Enable	Reduce
Generate	Develop	Regulate
Produce	Facilitate	Remove

The overall aim gives a vision of what it is hoped the plan will achieve. However, the aim can be split into more specific targets, or objectives. These will give a clearer picture of exactly where the plan is heading.

4.7.2 Two additional tips for agreeing objectives

4.7.2.1 Focus on the outcome not the action.

It is always tempting to think of the action first, but action planning will come later. For example one could write an objective

To set up regular hunting patrols to protect large mammals from poaching

However the first part is an action: the real objective is to protect large mammals, and anti poaching patrols are just one way to do that. You can rephrase the objective

To protect the large mammals of the park from human impact

And add if you like (to make it more SMART)

..by reducing unnatural deaths to less than three per year.

This trick is making the output not the action the focus of the objective works almost every time

4.7.2.2 Getting people to express themselves simply often ‘unlocks’ an objective.

When someone is struggling to express something that concerns them as an objective and getting bogged down in complex language it can help to ask them simply ‘What is it that you want to happen’ Often the answer will be something like:

‘Actually all I really want is protect birds from disturbance in the breeding season’

and this of course is the start of an objective!

4.7.3 Examples of objectives and indicators

Output Box 9: Examples of Objectives and Indicators

Objective: To develop an overall land use plan for the park and its surrounding landscape and secure its approval by three provinces

Indicator: *An approved land use plan is in place (result) and unplanned changes and developments no longer take place (impact)*

Objective: To generate support and participation among stakeholders and the wider public for conservation of the limestone ecosystem

Indicator: *More evidence of support and participation (result) and a reduction in proposals and activities that threaten the protected area (impact)*

Objective: To enable and encourage visitors to enjoy and appreciate the special experience of the park within acceptable limits of impact.

Indicator: *Positive feedback from visitors while condition of the park remains within defined limits (impact)*

Objective: To regulate, monitor and control resource use activities in the park in such a way as to allow the continuation of traditional activities without damaging the biodiversity landscape or physical environment of the park.

Indicator: *All forms of resource use can be demonstrated to be sustainable and traditional users continue to benefit from the area (impact)*

Objective: To justify the significance of biodiversity at the international, regional and national levels by means of additional collection of information on the flora and fauna, plant and animal communities at the park and contiguous areas.

Indicator: *Comprehensive inventories of the area developed and publicised (result). Increased national international recognition of the scientific value of the protected area (impact)*

Objective: To conserve, rehabilitate and sustain the development of representative and threatened natural communities/habitats (juniper and wild fruit forests, formations of rare, endemic and relic species).

Indicator: *Area of intact key habitats remains stable or increases (impact)*

4.8 Identify topics for each theme

This stage is about starting to define exactly what needs to be done to achieve the objectives. It is tempting to start just writing actions straight away, but it is important to make sure that the action we write will meet the objectives, that make use of best practice and that can be justified to stakeholders. The starting point is to divide each theme into a set of more specific topics that answer the question: ‘*In order to achieve the objective the plan will have to address’*

Information Box 29: Definition of a Topic

A sub-component of the theme that relates to a more specific set of conditions

Activity Box 12: Identifying Topics

Action	Identify a set of approximately 5-10 sub themes for each objective. List the sub-themes for each objective in the relevant section of the form in Appendix A13 <u>Action Planning form: Topics, Options, Actions and Indicators</u> (one form per objective)
Timescale	Can be completed by the planning team in half a day
Personnel	All members of the planning team plus invited stakeholders.
Process	• At a planning team workshop or meeting provide each member of the team with a pile of plain cards (approx 25cm x 12cm) • Introduce the first theme and objective to be discussed. This can be written on a large sheet of paper on a flipchart or on the wall • Ask each team member to write one component of the theme on each card, completing the question ‘In order to achieve the objective the plan will have to do something about....’ Members can use as many cards as they needs. • Stick all cards on the wall • Work as a group to assemble the cards into groups of similar ideas. These will form the basis of the topics. Aim for 5-10 groups of cards, but if more or less are needed do not worry about it

- Agree a suitable title for each topic.
- Introduce the next theme and objective and continue the process

4.8.1 Examples of topics

Output Box 10 Topics based on the theme of Tourism and Recreation

OBJECTIVE

To provide a range of recreation opportunities for casual and specialist visitors that do not conflict with conservation objectives and that provide an income for the park

'In order to achieve the objective the plan will have to address

- Infrastructure (Access roads, visitor facilities)
- Trails and paths and signing
- Safety of visitors
- Environmental impact
- Information provision
- Monitoring and data collection
- Zoning
- Specialist activities (climbing and boating)

4.9 Identify the best management option for each topic

For any topic there are a wide range of options for action. What action you actually prescribe will depend on the goal, evaluation and objectives for the plan.

A simplified alternatives analysis approach was developed through the management planning process in order to consider the different options for achieving each objective. This is based on selecting management options from a standard list and was found useful by the three pilot protected areas. This approach can help the planning team to decide what is the best course of action, based on the range of approaches taken elsewhere and is highly recommended for large and complex protected areas. For smaller or simpler areas where the planning team has a very clear idea of what is required, this stage could be skipped and teams proceed to the next section.

Information Box 30: Management Options

Management options are the alternative courses of action that could be used to achieve the desired objective. Effective management planning should include a careful consideration of the various options available before making a final decision about what action is necessary.

It is important therefore to choose the right action for the situation, **and this action must be based on facts and on good practice from elsewhere, not just on intuition and personal preference.**

This process is aimed at promoting discussion and debate in the planning team that will lead to agreement on the best course of action.

Activity Box 13: Identifying Management Options

Action	Identify the most suitable management option(s) for each sub theme, ideally during a meeting of the planning team. Record the resulting option codes in the relevant section of the forms in <u>Appendix A13 Action Planning form: Topics, Options, Actions and Indicators</u>
Timescale	If there is sufficient information available this can be completed by the team in half a day. Some choices may have to be deferred until further guidance can be found
Personnel	All members of the planning team plus invited specialists
Process	This stage is critical because it determines the management directions of the plan. Assigning options is best done in larger groups, as it is important to make best use of all of the available knowledge and experience in the planning team. You should not feel that you have all the answers within the team. Some choices are difficult and you should not hesitate for some sub themes to bring in outside advisers who can help to explain and assess the alternatives. Having a good park library is also useful as is access to the Internet, where there is an increasing range of guidance available. There is a growing wealth of protected

area experience around the world and you should avoid repeating the mistakes of other by making sure you use it. The following process is one way to approach this

- Review the topics and identify specialist advisers who can assist in the process
- Prepare an ‘information bank’ of materials, guidelines documents and other useful sources of advice
- Assemble the team with specialist advisers
- Provide all team members with a copy of the options menu and a tabulated list of objectives, themes and topics
- Discuss each topic and consider the implications of each of the options.
- Agree one or more options for each topic. Ensure that you provide a brief explanation or clarification for each choice where necessary

During the development of the pilot management plans in Romania the team tested and adapted a set of standard management options from a UK management planning model. As a result the teams developed a standard ‘menu’ for identifying and selecting management options. This menu is for guidance only and can (indeed should) be modified and updated, but it proved very useful as it required the planning team to consider all the options

Information Box 31: Menu of Standard Management Options For Management Plan Sub-themes

MANAGEMENT OPTIONS FOR SITE BASED CONSERVATION OF HABITATS, LANDSCAPES AND ECOSYSTEMS

CODE	Management Approach	NOTES	USEFUL VERBS
HAB 1	Non Intervention (<i>Habitat, Area Or Location</i>)	Natural conditions and processes should be maintained. Suitable for designated areas or zones where conservation should take absolute priority	Maintain, conserve in its natural state
HAB 2	Limited Intervention (<i>Habitat, Area Or Location</i>)	Some limited human activity should be permitted (e.g. Clearing of paths and trails in a forest, or permitting very limited non timber forest product collection)	Manage through (specified actions)
HAB 3	Active Management (<i>Habitat, Area Or Location</i>)	Specific interventions should take place to maintain the habitat (e.g. maintaining traditional grazing regimes, or clearing silt from a lake)	Manage through (specified actions) Allow, regulate (specified activity)
HAB 4	Restoration (<i>Habitat, Area Or Location</i>)	Restore a habitat to its former state	Restore, replant, flood, fence.

MANAGEMENT OPTIONS FOR CONSERVATION OF SPECIES

SPE 1	Remove Or Reduce (<i>Species Or Population</i>)	Reduce species numbers or area of habitat type (normally for invasive species)	Remove, reduce, control population, through (activity)
SPE 2	Encourage Or Increase (<i>Species Or Population</i>)	Species or area of habitat may need to be increased through specific interventions	Protect, assist recovery of, augment population of through (activity)
SPE 3	Reintroduce (<i>Species Or Population</i>)	Where a previously extirpated species should be reintroduced	Reintroduce
SPE 4	Introduce (<i>Species Or Population</i>)	Where a new species should be introduced	Introduce

MANAGEMENT OPTIONS FOR PUBLIC ACCESS TO THE SITE

ACC 1	Closed To All Access And Use (<i>Area Or Location</i>)	Useful for core and non intervention zones	Close, prevent access to
ACC 2	Enable Limited Public Access And Use (<i>Area Or Location</i>)	Some highly regulated access allowed for special reasons (e.g. research or occasional use for special activities)	Allow access to, establish permit system, closely regulate access to
ACC 3	Partially Open Access And Use (<i>Area Or Location</i>)	Open for most of the time, but with perhaps seasonal restrictions	Enable, promote access to
ACC 4	Open Public Access And Use. (<i>Area Or Location</i>)	Free and uninterrupted use should be allowed	

Information Box 31: Menu of Standard Management Options For Management Plan Sub-themes

MANAGEMENT OPTIONS FOR PROVISION OF FACILITIES, RESOURCES AND INFRASTRUCTURE FOR USE BY VISITORS OR THE PARK ITSELF

FAC 1	No Facilities Provided (<i>Infrastructure</i>).	The park should provide no on site facilities of any kind	Maintain in a natural state
FAC 2	Provide Low Level Facilities	The park should provide simple, basic and unobtrusive facilities (e.g. basic way marked trails)	Build, install, construct
FAC 3	Provide Specialised Facilities	For example providing climbing routes, or a visitor centre	Build, install, construct
FAC 4	Upgrade/Improve Facilities	Where a facility needs to be improved	Upgrade, improve, repair
FAC 5	Promote Facilities	Encourage another organisation to provide facilities	Promote, encourage, assist, advise

MANAGEMENT OPTIONS FOR USE OF RESOURCES AND OTHER FORMS OF DEVELOPMENT IN AND AROUND THE PROTECTED AREA

RES 1	Non Involvement	The Park should not involve itself in this issue	Maintain a neutral position on
RES 2	Opposition	The Park should oppose this trend or situation	Oppose, prevent, seek removal or cessation of
RES 3	Regulation	The Park should attempt to control resource use through regulation	Regulate, control manage, sell, contract, through (mechanism)
RES 4	Unregulated Use		Allow free use of resources
RES 6	Active Enforcement	The park should invest resources and time in preventing this and apprehending miscreants	Patrol, enforce, apprehend, detect, prosecute
RES 5	Promotion Through Indirect Assistance	The park should promote this activity and should assist by providing encouragement, access to networks etc	Encourage, assist,
RES 6	Promotion Through Direct Assistance	The park should invest resources directly in this issue	Assist, sponsor, support, enable

MANAGEMENT OPTIONS FOR EDUCATION, INFORMATION AND AWARENESS

INF 1	No Information	The park should not provide information about this issue	Do not publicise
INF 2	Provide Basic Information	The Park should provide basic information, awareness, promotion	Inform, disseminate, publicise, enable access to information about (through mechanism)
INF 3	Provide Information Through Interpretive Programmes	The Park should provide detailed and extensive interpretation and information on this issue	Interpret, install interpretive facilities for /in, a
INF 4	Provide Information Through Schools Programmes	The Park should provide information through a programme based in schools	Establish schools programme, conservation clubs
INF 5	Special Campaign	There should be a special awareness, education campaign on this issue	develop special campaign on
INF 6	Gather Information	For issues where research and data gathering may be needed	Research, monitor, investigate, survey

MANAGEMENT OPTIONS FOR CORE MANAGEMENT, RESOURCES AND ADMINISTRATION

MAN 2	Secure Physical Resources	Secure, buy, invest in, purchase
MAN 3	Human Resources	Recruit, reorganise, restructure
MAN 4	Financial Resources	Fundraise for, secure financial resources for, apply to
MAN 5	Build Capacity	Train, build capacity
MAN 6	Networking, Meeting Representation	Build links with, invite, attend, sign agreement with, cooperate with ...to
MAN 8	Management Systems	Establish systems, procedures, mechanisms, hold meetings

4.9.1 Presentation of options

The outcome of this process should be recorded in the relevant section of the form in Appendix A13 Action Planning form: Topics, Options, Actions and Indicators You may not consider it necessary to include this material in your final published plan as the final tables are quite large. However it is essential to complete this process as it will improve the quality of the actions you prescribe in the next section.

4.10 Prescribe management actions, crosscheck and add indicators

Each action should provide anyone implementing the plan with a clear description of what should be done. An action should be precise enough for a manager to allocate personnel and resources to it and to include it in a timetable.

Information Box 32: Definition of Management Actions

ACTIONS are the jobs or activities needed to apply the management option to each sub-theme and contribute to the objective

All actions should be accompanied by an indicator and when combined should guarantee achievement of the objective to which they relate

Activity Box 14: Writing Actions

Action	Identify one or more actions to achieve the preferred option for each sub-theme the most suitable option(s) for each sub theme Check that the actions will, when combined, achieve the objectives and are justified by the evaluations. Identify an indicator of accomplishment for each action Record the results the relevant sections of the form in Appendix A13 Action Planning form: Topics, Options, Actions and Indicators
Timescale	Two days or more of team work
Personnel	All members of the planning team plus invited specialists. Action can benefit from a wide range of inputs and opinions and a larger well facilitated stakeholder workshop could be used here.
Process	The following process is suggested, ideally following on immediately from the identification of the topics and management options. • Prepare a <i>pro forma</i> for each objective and its sub themes as shown in <u>Appendix A13 Action Planning form: Topics, Options, Actions and Indicators</u> • Divide the planning team into groups of four or five and assign a set of objectives to each group.

- Ask each group to review the evaluation, sub themes and options for each objective and then draft a set of actions.
- Present finding to the whole group and agree final wording of actions.
- Taking one theme at a time, ask the teams/individuals who developed the evaluations, objectives and actions to review, explain and justify the logic of the planning process for their sections. The remainder of the group should act as the 'jury' and focus on two main questions.

Will the actions prescribed, when combined, ensure that the objective is met and the indicators could be measured?

You may find that some new actions are required, that some require modifying and that some are irrelevant to the objective and need to be removed. In exceptional cases you may even need to adjust your objective.

Are there any duplicate or contradictory actions?

Actions produced under different objectives may cover the same ground or contradict one another. The team should identify these and make the necessary adjustments

Do the evaluations justify the objectives and actions?

Check the evaluation for each objective and identify any issues in it that have not been addressed by objectives and actions and check for actions that are not justified by the evaluation. You may need to adjust the evaluation and actions to ensure that the logic of the process is intact.

Are the indicators suitable

For each action identify what type of indicator it is, Input, Activity, Output, Result or Impact. If the team agree it is an input or activity indicator challenge them to 'upgrade' it and only accept it if this cannot be done.

4.10.1 The Language of Actions

Actions should state clearly and unequivocally what actually should happen, not what you want to achieve. The language used is important. The normal structure for an action statement is as follows

Information Box 33: Example of the language used to write a management action

(Verb)(object) (Qualification)

Conduct anti-poaching patrols throughout the year and with increased intensity in the spring.

Survey all upland meadows for grazing impact each year

A number of verbs are particularly useful for writing actions.

Information Box 34: Useful verbs for writing management actions

If you want to....



You can use the verbs

Ban or stop something	→	Ban, halt, prevent any further, stop all, remove
Exert control	→	Regulate, control, restrict, zone, remove, reduce
Actively protect	→	Protect, patrol, guard, close
Carry out a process or regular activity	→	Conduct, hold (an event)
Persuade people to act or to change what they do	→	Allow, promote, encourage, invest, give
Provide assistance to others to do things you want them to	→	Help, assist, enable, support
Secure resources	→	Construct, build, create, develop, employ, acquire, buy
Provide information or Education	→	Publish, inform, tell, disseminate, educate, make aware
Come to an agreement	→	Meet, negotiate, agree
Promote a consensus	→	Mediate, agree
Promote a partnership	→	Work with
Delegate	→	Commission, contract

4.10.2

The main output will be a list of actions matched to each sub themes of each objective and reflecting the options previously chosen. The first and second column of Output Box 12 on 55 shows examples of management actions and indicators.

4.11 Identify and plan monitoring actions

Once the plan is put into action you will need to know if it is having the desired effect, if the actions are ensuring that the objectives are met and if the objectives are contributing to the goal. This section does not cover the detailed biological monitoring required in the field (that is dealt with in other manuals), although information from that work is vital for plan monitoring.

Information Box 35: Definitions of Monitoring

‘The periodic collection and evaluation of data relative to the stated project goals, objectives and actions. Many people also refer to this as monitoring and evaluation.’

Monitoring Plan

‘An outline of the steps you will undertake to ensure that the project is on track...’

Margoluis and Salafsky 1998

Activity Box 15: Developing monitoring plans

Action	Hold a meeting to identify the most suitable option(s) for each sub theme Create a separate action plan for monitoring activities based on objectives using the form provided in Appendix A14 Action Planning form for monitoring actions
Timescale	If there is sufficient information available this can be completed by the team in a day. Some choices may have to be deferred until further guidance can be found
Personnel	All members of the planning team plus invited specialists
Process	In developing the monitoring system for the pilot protected areas it was decided that the system should be simple and should also meet the monitoring requirements of the GEF Project Brief and of the IUCN Management Effectiveness Task Force. This would help to assure not just the achievement of park objectives, but also the quality and effectiveness of the park management authority. • Assemble the core planning team plus ideally some external, neutral, consultees who have not been so closely involved in the process. Provide copies of the themes, evaluations, objectives and actions and allocate time for all team members to read all the material provided • Prepare a new action planning sheet for monitoring as shown in Appendix A14 Action Planning form for monitoring actions, entering each management objective as you would a sub-theme • Review the objectives and their associated actions the indicators identified for them. Write a series of monitoring actions that will ensure that all the indicators can be measured. For each monitoring action identify which management plan objective and action they cover. You will see that some monitoring actions will monitor indicators from more than one objective. • If necessary cross reference the monitoring actions to other reporting or monitoring schemes

4.11.1 Example of a monitoring plan

The following is an extract from the monitoring action plan developed for Piatra Craiului National Park

Output Box 11 Extracts from monitoring action plan for Piatra Craiului national park				
Monitoring Actions				
Objective X: To monitor and document the results of management actions and the achievement of management objectives				
Selected Monitoring Actions		Relevant objective and Management Action (s) <i>Enter code from management action plan</i>	Monitors IUCN Management effectiveness Category <i>Enter code</i>	Monitors GEF monitoring indicator number <i>Enter Code</i>
M1	Carry out annual systematic monitoring/inspections of the network of plots/locations	A2, A3, A4, A6, A7 A8,	4, 5	2,3,5,10
M2	Carry out annual inspection of impact of tourism on key areas/sites	A5, A6, A11, D3	5, 7, 12	3,4
M3	Ensure consultation and peer review (Scientific Council and Consultative Committee) of major reports and studies	A10, B3, C7, C11, D15,	3	
M4	Ensure that staff attending and organising events, submit reports and records.	B1, B4, E4, E7, E8, E11	10	
M5	Ensure that all trails, marking systems and climbing routes are inspected on a three-year cycle.	A11, A12, D2	5, 6	4
M6	Ensure that copies of modified land use plans are made available to the Park	A14, A15, B7, F7	10, 17	14
M7	Discuss village cleanliness issues with villagers on an annual basis	C9	5, 7	
M8	Carry out assessments of the awareness and understanding of target before and after educational and awareness programmes and activities.	C6, D16, E4, E13	7, 9,12	6,14
M9	Carry out annual surveys of park visitors	D9, D14, D16	4,14,15, 16	4
M10	Ensure that minutes and reports are produced for meetings and workshops	D8, E8, E12, F4, F9	10	
M11	Maintain a database and GIS archive of essential maps, plans and other data	F5	4, 10	
M12	Maintain financial records including records of income for the park	D10, F2	10	
M13	Maintain professional development plan and records of training and professional development received for all staff	F10	10	
M14	Maintain list of staff roles and responsibilities	F1	10	
M15	Ensure that official park maps and plans are distributed to appropriate authorities	F7	7, 9, 10, 17,	14
M16	Review the achievements of the management plan annually with the scientific council and consultative committee	F9	3	10
M17	Prepare an annual operational plan detailing implementation of planned activities (staffing, resources, timing etc)	F11	3	10
M18etc	Prepare a full evaluation of the management plan during its fifth year and produce a new plan	F11	3	10

4.12 Assign priorities and timetables and identify key collaborators

Protected areas are often short of resources and unexpected demands on time and resources can always occur. Therefore it is important to identify which are the most important actions to complete and which could possibly be postponed or cancelled if absolutely necessary.

Information Box 36: Priority Classifications

ONE of THREE types of priority should be assigned to each action

PRIORITY 1

Given to actions that **MUST** be taken during the life of the plan. This category should not be applied lightly as there is no excuse for failing. It should only be applied to crucial actions which if not achieved would undermine the whole plan

PRIORITY 2

Actions that **SHOULD** be completed. There is an element of flexibility but if these actions are not completed there must be a good reason

PRIORITY 3

Actions which **MAY** only be undertaken when time and /or resources remain available after completion of priority 1 and 2 activities

It should be the intention to complete all actions in the lifetime of the plan; consequently it is tempting to allocate priority 1 to most actions but this is normally a mistake. There is no clear rule on this but a split of 30% Priority 1, 50% priority 2 and 20% priority 3 is fairly typical.

At the same time as assigning a priority for each action you should also decide when it should happen and develop a timetable for project implementation.

Information Box 37 Timetabling Actions

Normally actions can be timed in one of four main ways

ONE-OFF SHORT TERM ACTIONS

For example holding a Management Plan launch event or attending a conference

ONE OFF PROJECTS

Longer-term one-off activities that may take several days, weeks or even months, such as building a visitor centre or carrying out a baseline biodiversity survey. If these are too large you should break them down into smaller, shorter timed actions

RECURRENT EVENTS

Activities that take place and are repeated regularly. For example an annual monitoring survey, a quarterly community meeting or a monthly check on safety of trails, an annual summer camp for children, taking daily weather records

CONTINUOUS EVENTS

Actions that go on the almost the whole time without defined times or which occur more frequently than your chosen unit of time for timetabling. For example patrolling against poachers, operating a visitor centre, collecting garbage.

Activity Box 16: Prioritisation and timetabling and identification of collaborators

Action	Assign a priority (1,2 or 3) to each action in the management and monitoring plans and indicate when the work should start and finish Identify which individuals, groups and organisations you will need to work with to complete each action.
Timescale	Once the actions are agreed this can be completed in a one day meeting
Personnel	All members of the planning team
Process	Prioritisation and timetabling is best done as a group activity with the whole core planning team. This also provides a further chance for the team to check the actions: • Assemble the core planning team plus ideally some external, neutral, consultees who have not been so closely involved in the process. Provide copies of the themes, evaluations, objectives and actions. This can be done as part of or a follow up to the cross

checking section described above

- Allocate time for all team members to read all the material provided.
- Explain the purpose and techniques for prioritisation and timetabling to the groups
- Taking the actions one by one discuss and agree a priority for each
- For each action then identify what type of timetabling it requires, when and/or how often it should take place and how long it will take.
- It is tempting to schedule everything in the first year. Ensure that actions are timetabled across the whole period of the project.
- Remember that priority 1 does not mean that the action has to take place first; it means that it has to take place when it is scheduled to.
- For each action identify whom you will need to work with to achieve it. This section is not for listing people who might be affected by the action, but who, apart from the park management will have to be directly involved in carrying out the work specified
- Write up the prioritisation and timetabling results in the form in Appendix A15 Action planning form: Priorities, Timetables and Partners

4.12.1 Example of completed planning form for priorities, timetables and collaborators

Output Box 12: Example of completed planning form for priorities, timetables and collaborators for Piatra Craiului National Park														
Action Planning: Priorities, Timetable and partners														
Objective	To create opportunities for civilized tourism in order to reduce environmental impact													
MANAGEMENT ACTIONS	Indicator of Accomplishment	Priority	Half year Active										Collaborators for implementation	Notes
			y1		y2		y3		y4		y5			
			h1	h2	h1	h2	h1	h2	h1	h2	h1	h2		
1. Plan tourist access to take into account the conservation interests and reduce risks of accidents	Map with modified network of tourist paths	1											Mountain rescue, NGOs, cabin owners	
2. Mark tourist trails in the field according to the new zoning	Adequately marked trails, barriers, reducing the number of accidents.	1											Mountain rescue, NGOs volunteers	
3. Collaborate with stakeholders to clean tourist areas in order to reduce negative environmental impact o tourism	Less garbage.	2											NGOs, schools, local authorities, volunteers, communities.	Cleaning companies
4. Ensure a proper infrastructure for tourism (visitor centres, information points, trails, refugees)	Completed infrastructure in place	1											Volunteers, NGOS, mountain rescue	
5. Select and arrange camping and parking places	Camping and parking places delineated and signed	2											NGOs, EPA	
6. Check and repair mountain refuges	Refuges in good condition each winter	2											NGOs, volunteers, mountain rescue, companies	
7 Monitor tourism activities in the park	Ranger reports Annual structured surveys	2											Mountain rescue, NGOs, volunteers	
8. Arrange educational trails	Trails in place, marked and mapped	3											Mountain rescue, NGO, volunteers	
9. Delegate to the local mountain rescue teams the organization and monitoring of the climbing activities	Formal agreement in place. Annual report and review	3											Mountain rescue	

10. Organize specialized nature tourism opportunities (ornithology, botanic, forestry, geology)	Increased use by specialised tourists	3												<i>Mountain rescue, NGOs, volunteers</i>	
11. Sell or rent through the visitor centres and information points materials and equipment for tourists	Income	3												<i>Volunteers, NGO, communities</i>	
12. Inform the local communities in order to help them develop tourist and accommodation facilities	New tourist products offered by communities	3												<i>NGOs, communities, private sector</i>	
13. Promote a civilized tourism to all users through an awareness programme	Fewer incidents of inappropriate activities	1												<i>NGOs, mountain rescue, schools</i>	
14. Study the opportunity of applying an entrance fee in the park	Study completed	3												<i>NGOs, volunteers</i>	

4.13 Plan Resources and Budgets

Once the actions have been finalised the next stage is to identify what resources are required to implement them.

Information Box 38: Budgets and resources (Adapted from Margoluis and Salafsky 1998)

Resources are the items required for implementing and monitoring the plan. Resources include staff time, managerial time, local knowledge, money, equipment, infrastructure

A Budget is a table that outlines the predicted expenses (financial resources) for implementing and monitoring the management plan

Activity Box 17: Resource and budget plans

Action	- Identify the resources required to complete each planned action, enter them into the form in Appendix A16 Resource Planning Form - Summarise budgets and resource requirements in the form in Appendix A17 Summary Finance and Staffing Resource Form
Timescale	This is unlikely to be completed during a workshop session and extensive information on costs will be required. The task is best done by a small resources sub-group of the core planning team in the course of a number of sessions
Personnel	Sub group of core planning team plus park financial manager
Process	The way in which budgets and resources are planned will depend on a number of factors including government budgeting requirements, local practice, the needs of donors and funding agencies and the accounting system used by the protected area. The method described will provide an estimate of the resources required to implement the plan. The information from the budget estimate will need to be adapted to fit the book keeping and accounting system(s) used by the protected area. - Gather information about the costs of staffing, labour and materials - For each plan and monitoring action in the management plan prepare a form as shown in Appendix A16 Resource Planning Form. - Summarise costs on to the form shown in Appendix A17 Summary Finance and Staffing Resource Form for inclusion in the management plan document. If necessary edit resource plans or adjust costs to fit available budgets - The forms could readily be set up as a spreadsheet in order to automate totalling of costs

4.13.1 Resource and budget summary

You will probably not want or need to present the detailed budget sheets in the published management plan.

The summary table in [Appendix A17 Summary Finance and Staffing Resource Form](#)

can be used to present and monitor the budget and staffing totals and is also designed to match the format of the IUCN Management Effectiveness Task Force.

4.14 Secure Plan Approval and Endorsement and Publishing the Plan

The management plan will stand a much greater chance of success if it has the support of the public and decision makers. Once the first draft has been finished as many stakeholders as possible should be given the chance to see it.

Activity Box 18: Consultation, endorsement and publication

Action	Develop a timetable for consultation, endorsement and publication using the form in Appendix A18 Timetable for Plan Consultation and Endorsement. Circulate the draft plan (in complete or summary form) to key consultees, statutory bodies and other stakeholders Encourage all consultees to provide feedback and comments Update the plan accordingly
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Timescale	Submit final draft to statutory authorities for official endorsement Publish the plan in full and summary form You should allow at least one month for feedback. The period required for official endorsement will depend on a number of external factors
Personnel	The core planning team should organise the consultation process
Process	This process will have a number of stages and will require different stages for different groups. The following process is suggested. Complete remaining sections of the plan Sections 1.1 (Plan summary) and Section 1.4 (Plan Development Process) should now be written based on the results and achievements of the planning process Technical and Official Consultation Prepare a print ready copy of the collated plan and check it carefully for errors and other faults. Include on the cover and on each page (as a footer) that the plan is a consultation draft only Prepare a list of essential technical and statutory consultees and send to each a copy of the draft and a covering letter asking them to comment with one month. You may wish to provide a detailed questionnaire, but at minimum you should ask consultees to provide detailed feedback in a structured way cross reference to particular page or section numbers It can help to make a presentation explaining the plan and the process to key groups (e.g. Academy of Sciences). It can be particularly helpful to stress the logical process by which it was developed and that each action is justified. Wider Consultation Prepare an attractive plan summary, which describes that basic logic of the plan and summarises the goal, objectives and actions. Include a form for feedback or even an email address Hold meetings and presentations in communities and with key stakeholder groups to present the draft and collect and document feedback Update the plan Hold a full core team meeting to review all feedback and adapt and update the plan to final draft stage Contact a designer and printer Seek design concepts and cost estimates for the final plan and for an attractive, accessible plan summary. The plan could be presented as a set of completed forms, but it is really worth investing in making at attractive, well laid out and easy to use. Seek Formal Endorsement Present the final draft for formal endorsement; if possible seek to present the plan personally to the endorsing committee or individual. Publish, distribute and launch the plan Complete final changes, proof read the plan document and publish it in full and summary form. Send full copies to key individuals and offices of all key stakeholder groups. You may even want to give away or sell copies in the park visitor centre. Distribute plan summaries to communities, organisations and visitors. You may even want to put it on you web site. You may also wish to hold a special launch event

4.15 Develop Annual Work Plans

The 5-year management plan format defines the goals objectives and main actions for the protected area, but does not break down actions into specific tasks; these are best planned on an annual basis for two main reasons

1. Detailed task planning would make the plan a lengthy and unwieldy document
2. It is unwise to pre plan five years of tasks for a protected area as this prevents the flexibility and adaptability essential for modern protected area management

This section therefore should not be included in the plan document, but is included to show the complete process from idea to action

Information Box 39 Definition of Annual Work Plan

An annual programme of activities that defines specific tasks, events and targets required to complete the actions of the management plan. Work plans are normally arranged under functional units of the organisation (e.g. work groups, sections, branches) rather than under management objectives

Activity Box 19 Annual Work Plans

Action	Each functional unit of the organisation should each year produce a detailed operational plan detailing specific tasks required to complete the actions for the year. Plans may be entered in the form in <u>Appendix A19. Annual Work Plan</u>
Timescale	Should be completed over a month or so before the start of each work year, allowing time for approval and endorsement
Personnel and participation	Members of functional units with inputs where required from collaborators
Process	• Assemble information from the review of the work of the previous year and information on all of the actions required for the next year • Allocate groups of actions to different functional units (park management teams) • Break down each action required for the year into specific achievable tasks or steps • Plan the timing and resources for each task in a similar way to the planning for the actions • Collate and agree the tasks for the year as a team • Enter work plan into the form in Appendix A19.

5 ADDITIONAL PLAN RELATED ACTIVITIES

5.1 Developing Protected Area Regulations

Protected Areas in Romania require a separately endorsed set of regulations. A summary of the requirements for these and a suggested process for developing them is located in Appendix C.

5.2 Monitoring and recording plan performance

Based on the work plan different individuals or management teams will be responsible for different components of the plan. All staff should be aware of the monitoring indicators and collect evidence and information to show whether these targets are being met. This should form the basis of regular, formal team based management plan progress meetings and reviews.

5.3 Updating the Plan

Based on reviews of performance and continuous monitoring modifications to the actions within the plan should be recommended prior to the development of each annual work plan so that actions for the year can be adapted to meet the experiences of the years implementation and of changing circumstances or new knowledge.

In the final year of management plan implementation a full review should take place of the achievement of the plan goal and objectives and this should be incorporated into the next planning cycle.

Appendix A TOOL KIT FOR ALL PLAN SECTIONS.

Completing the relevant form during each stage of the planning process will ensure that all parts of the plan are complete

A1 Legal and Policy Framework Summary Form

Legal and Policy Framework Summary	
<Insert Protected Area Name>	
Law or Policy Reference	Summary of content/provisions relevant to protected area
International	
National	
Regional	
Local	

A2 Planning Team Membership Record

Planning Team Membership		
<Insert Protected Area Name>		
Members of Core Planning Team		
Name	Position	Affiliation
Add more rows as needed		
Specialist Consultees		
Name	Position	Affiliation
Add more rows as needed		

A3 Stakeholder Analysis Form

Stakeholder Analysis		
<Insert Protected Area Name>		
A. Provide information only B. Request information C. Consult and ask opinions D. Provide incentives for information E. Solicit feedback F. Involve in analysis and direction finding G. Involve in planning and decision making		
List Stakeholder groups and sub-groups. (Insert New Rows where necessary)	Summarise the relationship between stakeholder and the protected area	Identify the appropriate Level of participation using the categories shown above
Local management agencies		
Local administration		
National government		
Advisory bodies		
Local communities within or in the vicinity of the park		
Regional population		
National population		
International communities		
NGOs		
Schools, universities, museums and research organisations		
Private sector		
The media		
Religious groups		
International donor agencies		

A4 Stakeholder Consultation Plan

Stakeholder Consultation Plan		
<Insert Protected Area Name>		
Date	Information Consultation Activity	Target Group
Add more rows as needed		

A5 Zoning and boundary analysis result

Result of zoning and boundaries analysis	
<Insert Protected Area Name>	
Boundary Type	Notes
Add more rows as needed	

A6 Section Headings for Chapter 1

CHAPTER 1 INTRODUCTION AND CONTEXT
<Insert Protected Area Name>
1.1 Short description of the plan, its goals and objectives
1.2 Goal and categories of the protected area
1.3 Legal basis for the protected area and the plan
1.4 Process of plan development
1.5 Procedure for modifying and updating the plan
1.6 Procedure for implementation of the plan

A7 Information Summary Sheet for Compiling Descriptions

PROTECTED AREA MANAGEMENT PLAN INFORMATION SUMMARY SHEET <i>(Fill out one sheet for each section)</i>	
<Insert Protected Area Name>	
Section number and title	<i>Insert Section Number and Title</i>
DESCRIPTION: <i>Write in the summary information following the guidance provided.</i>	
MAPS REQUIRED: <i>List any maps that maybe required to illustrate the description</i>	
LISTS/DATA/DOCUMENTS FOR APPENDIX: <i>List documents/datasets that are to big to be included in the description but that are important enough to be put in an appendix to the plan</i>	
DOCUMENTS/MAPS ETC FOR REFERENCE LIST: <i>Provide full references for important sources. These can then be collated into the bibliography for section 2.6</i>	

A8 Section Headings for Chapter 2

CHAPTER 2: PROTECTED AREA DESCRIPTION					
<Insert Protected Area Name>					
2.1	General Information				
2.1.1	Location				
2.1.2	Land Tenure and management rights				
2.1.3	Management resources and infrastructure				
2.1.4	Map coverage				
2.1.5	Photographic coverage				
2.1.6	Boundaries, Compartments and zones				
2.2	Physical environment				
2.2.1	Geology				
2.2.2	Geomorphology/Landforms				
2.2.3	Hydrology				
2.2.4	Climate				
2.2.5	Soils/substrates				
2.3	Biotic Environment				
2.3.1	Flora and plant communities				
2.3.2	Fauna				
2.3.3	Habitats and Ecosystems				
2.3.4	Landscapes				
2.3.5	Ecological processes and relationships				
2.4	Socio economic and cultural information: Historical				
2.4.1	Archaeological and historical				
2.4.2	Historical significance and interest				
2.4.3	Past management and land use				
2.5	Socio economic and cultural information: Current situation				
2.5.1	Local communities				
2.5.2	Other stakeholders				
2.5.3	Present land use				
2.5.4	Present conservation designations				
2.5.5	Educational use and facilities				
2.5.8	Recreational/tourism use/facilities				
2.5.6	Research use/facilities				
2.6	REFERENCES AND BIBLIOGRAPHY				
	Author(s)	Date	Title	Publisher	Place of Publication

A9 Plan Goal

Goal For
<Insert Protected Area Name>

A10 Plan Themes

Themes	
<Insert Protected Area Name>	
A	
B	
C	
D	
E	
F	
G	
H	Effective Park Administration, Management and Sustainability
etc	
M	Monitoring

A11 Evaluation and Objectives for each theme

Evaluations and Objectives <i>Fill out one form for each theme except M, Monitoring</i>
<Insert Protected Area Name>
<Insert Theme Number and name>
Evaluation
Objective
Impact Indicator(s) Identify at least one indicator of the impact that achieving the objective will make

A12 Summary of Objectives

<Insert Protected Area Name>	
Summary List of Objectives	
A	
B	
C	
D	
E	
F	
G	
H	
etc	
	To monitor and document the results of management actions and the achievement of management objectives

A13 Action Planning form: Topics, Options, Actions and Indicators

<Insert Protected Area Name>		
Sub themes, Preferred Management Options and Activities and Indicators <i>Fill out one form for each objective except M, Monitoring (use the form in Appendix A14 for this)</i>		
<Insert Number And Text Of Objective >		
Topic	Option Code(s) And Title	Comments/ Justification
Aa		
Ab		
Ac		
Ad		
Ae		
Af		
Ag etc		
Actions Add as many as are required	Relevant sub- theme (s)	Indicator of accomplishment
A1		
A2		
A3		
A4		
A5		
A6		
A7etc		
Do the actions when combined ensure and provide evidence for the achievement of the objective and provide evidence for		YES/NO

A14 Action Planning form for monitoring actions

<Insert Protected Area Name>			
Monitoring Actions			
Objective M: To monitor and document the results of management actions and the achievement of management objectives			
Monitoring Actions	Relevant objective and Management Action (s) <i>Enter code from management action plan</i>	Monitors IUCN Management effectiveness Category <i>Enter code</i>	Monitors donor monitoring indicator number <i>Enter Code</i>
M1			
M2			
M3			
M4			
M5			
M6			
M7			
M8			
M9			
M10			
M11			
M12etc			

A15 Action planning form: Priorities, Timetables and Partners

[illegible]

A16 Resource Planning Form

<Insert Protected Area Name>									
Resource Planning Form for Management and Monitoring Actions <i>Fill out one form for each management and monitoring action</i> <i>List main resource requirements and expenditure</i>									
Action Code and title									
<Insert Action Code and title>									
Timetable (half year of 5 year project) <i>Transfer from form A14</i>									
y1		y2		y3		y4		y5	
h1	h2	h1	h2	h1	h1	h2	h1	h2	h1
Labour Requirements to complete action									
Salaried Staff				Consultants/ Subcontracts		Volunteers/ Others			
Position	Input Required % Time or Weeks/Days/ Months		Position	Input Required Days/Weeks/ Months		Requirement	Input Required (Specify)		
Other Costs									
Capital Items (Equipment, Materials, Infrastructure, Works)									
a. Item		b. Number Required		c. Cost per unit		Total cost (b x c)			
Total									
Maintenance and operational costs (travel, Subsistence, utilities, fuel, miscellaneous)									
a. Item		b. Number Required		c. Cost per unit		Total cost (b x c)			
Total									
Revenue Raised from operations									
a. Item		b. Number Provided		c. Cost per unit		Total income (b x c)			
Total									

A17 Summary Finance and Staffing Resource Form

<Insert Protected Area Name>										
Summary Finance and Staffing Resource Form (From IUCN Management effectiveness materials) Summarise information from form A14										
Category	Amount required for year					Amount actually spent				
Expenditure	1	2	3	4	5	1	2	3	4	5
Salaries										
Capital										
Maintenance & operations										
Revenue raised and retained at site										
Income										
Government										
Secondary agencies that contribute to conservation										
Staffing (numbers)	Number of approved positions					Number of staff employed				
Permanent staff	1	2	3	4	5	1	2	3	4	5
Technical/professional										
Support/administrative										
Field										
Contract/ casual/volunteer staff										
Technical/professional										
Support/administrative										
Field										
<i>Volunteers</i>										

A18 Timetable for Plan Consultation and Endorsement

<Insert Protected Area Name>	
Timetable for Plan Consultation and Endorsement	
Date	Action

A19. Annual Work Plan

[illegible]

Appendix B PROTECTED AREA REGULATIONS

Ordinance 263/2000 dealing with PA issues, was endorsed through Law 462/2001 requires official endorsement of Protected Area Regulations by the Ministry, separately from endorsement of the Management Plan.

Developing regulations is a complex task requiring specific legal knowledge. This section provides brief guidance for developing regulations using the same format as for the management planning sections.

Information Box 40 Protected Area Regulations

Legal provisions specific to a protected area or protected area system that define prohibitions, limits and requirements for users.

Activity Box 20: Collating regulations

Action	Develop and secure approval of a set of legal regulations for the protected area.
Timescale	This can be quite time consuming and should be started early in the plan development process.
Personnel	This is best initiated by members of the core team, but will also require specialist legal advice.
Process	• Become familiar with the official approval process for regulations • Review all existing national and local laws that may affect the protected area. Identify relevant sections and record their content • Review regulations from other similar protected areas • Review the management actions and identify any further areas that may require regulation that are not covered by existing national or local laws. This could be done with participation from local user groups and other stakeholders. • List in your own language what you want to be restricted and why. • Obtain legal advice to help draft these regulations formally • Follow the process required for endorsement of regulations.

Appendix C. IMPORTANT REFERENCES

There are hundreds of publications available about the management of protected areas. The following lists focuses on publications referred to in the text and on other useful sources of information and starting points for finding further guidance on planning for and managing protected areas. Some key texts on specific technical aspects of research and management of protected areas area also included. This list deliberately includes as many references as possible that are free to download from the Internet. URLs provided are correct at the time of publication; otherwise go to a search engine such as www.google.com and type in the name of the publication. This should provide a link for downloading.

- Appleton, M.R., Pasca, C., Entwistle, A., Brigham, E. (2001) *Management Planning Workshop Process Report and Summary of Outcomes for Retezat national Park, Piatra Craiului National Park and Vanatori Neamt Forest Park*. Fauna & Flora International, Cambridge
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- Beltran, J (Ed.) (2000) *Indigenous and Traditional Peoples and Protected Areas. Principles, Guidelines and Case Studies*. Best Practice Protected Area Guidelines Series no. 4. IUCN, Gland Switzerland and Cambridge, UK and WWF International, Gland Switzerland. <http://wcpa.iucn.org/pubs/publications.html>
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- Caldecott, J.O. (1996). *Designing Conservation Projects*. Cambridge University Press, Cambridge.
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