

Appendix B

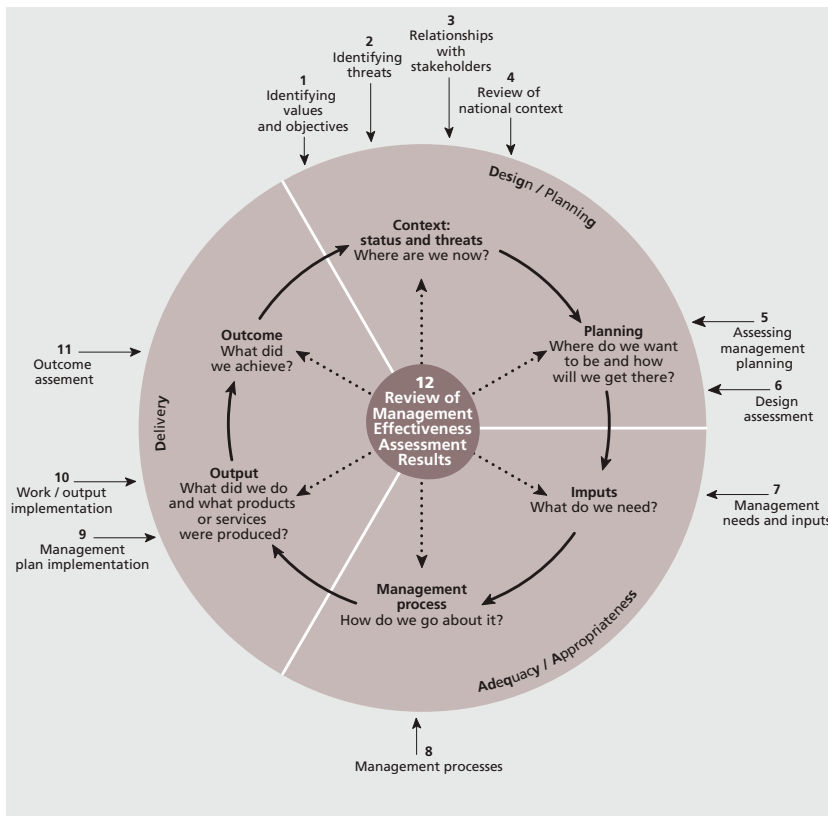
Enhancing our Heritage Toolkit (IUCN)

Since the late 1990s a series of mainly voluntary tools has been developed to assess the management effectiveness of protected areas. Such evaluations aim to assess how well Protected Areas are being managed – primarily whether they are protecting their values and achieving agreed goals and objectives. One of these tools, *Enhancing our Heritage*, has been specifically developed for natural World Heritage sites.

Introduction to management effectiveness

The term management effectiveness reflects three main ‘themes’ of protected area management:

- design issues relating to both individual sites and protected area systems;
- adequacy and appropriateness of management systems and processes; and
- delivery of protected area objectives including conservation of values.



IUCN’s World Commission on Protected Areas (WCPA) has developed a **Framework for Assessing the Management Effectiveness of Protected Areas**, which aims both to give overall guidance in the development of assessment systems and to encourage basic standards for assessment and reporting. The framework is a generic process within which the precise methodology used to assess effectiveness differs between protected areas depending on factors such as the time and resources available, the importance of the site, quality of data and stakeholder pressures, and as a result a number of assessment tools have been developed to guide and record changes in management practices. The WCPA framework sees management as a process or cycle with six distinct stages, or elements:

Diagram 23:
Relationship of tools in the toolkit to the WCPA Management Effectiveness Framework.
Source: Hockings et al. (2008).

- ▶ it begins with establishing the **context** of existing values and threats,
- ▶ progresses through **planning**, and
- ▶ allocation of resources (**inputs**), and
- ▶ as a result of management actions (**process**),
- ▶ eventually produces goods and services (**outputs**),
- ▶ that result in impacts or **outcomes**.

Of these elements the outcomes – basically whether or not the site is maintaining its core values – are the most important but also the most difficult things to measure accurately. The other elements of the framework are all also important for helping to identify particular areas where management might need to be adapted or improved.

Two globally applicable generic systems have been developed consistent with the WCPA framework to carry out this type of assessment. The first is WWF’s *Rapid Assessment and*