

Version 12 mars 2003

***3<sup>rd</sup> meeting  
of the training organisations network for the  
management of Mediterranean natural areas***

**New skills needed for the XXI<sup>st</sup> century:  
which training needs for natural areas management ?**

**23 – 24 January 2003  
Montpellier – France**

**Conclusions and next steps**



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# Contents

Conclusions of the 3<sup>rd</sup> meeting p.02

Next steps (outline of the joint project) p.04

## Annexes

Annex 1: The history of the network p.06

Annex 2: Final list of participants p.09

Annex 3: Final programme p.12

Annex 4: Common vision of key issues p.14

Annex 5: New skills needed to address the key issues p.15

Annex 6: Logical framework of the joint project. p.19

## List and acronyms of the 6 training organisations involved in the joint project:

|                                                 |                     |
|-------------------------------------------------|---------------------|
| - Atelier Technique des Espaces Naturels        | <b>ATEN</b>         |
| - IUCN Centre for Mediterranean Cooperation     | <b>IUCN C.Med.C</b> |
| - Istituto PANGAEA-ONLUS,                       | <b>PANGAEA</b>      |
| - The Albufera International Biodiversity Group | <b>TAIB</b>         |
| - Tour du Valat,                                | <b>TdV</b>          |
| - Royal Society for the Conservation of Nature  | <b>RSCN</b>         |



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## **Conclusions of the 3rd meeting**

AWARE that the Mediterranean covers 3 IUCN regions and is an important hotspot for biodiversity which lies in the crossroads of various cultures, but also that it is home to one of the greatest human pressure on natural resources in the world;

REGOGNIZING that the managers of Mediterranean natural areas face similar issues and concerns with contrasting levels of opportunities and skills base;

NOTING that capacity building is one of the themes to be addressed during the Durban World Park Congress (Sept.2003);

RECALLING that the series of meetings of training organisations for natural areas managers was initiated in 1999 in Cilento (Italy) under IUCN's leadership, continued in Tour du Valat (France) in February 2001 under ATEN and Tour du Valat's co-organisation (see annex 1) and CONSIDERING that since the 2<sup>nd</sup> meeting in Tour du Valat, the network of training organisations for natural areas in the Mediterranean has been little active in terms of multilateral co-operation, although a few punctual projects were carried out as a follow-up (e.g. RSCN Jordan – ATEN – Tour du Valat co-operation);

CONCERNED that the lack of a clear leader, with a mandate from the group to co-ordinate and stimulate the whole network, and with a commitment to allocate the necessary time and resources to this task, as well as the lack of a common vision and project, were the key reason for the almost inactivity of this network.

On 23 – 24 January 2003, 36 participants from 11 countries met in Montpellier– France for the 3<sup>rd</sup> meeting of the training organisations network for the management of natural areas in the Mediterranean region, (see annex 2 and annex 3) . The theme of the meeting was:

**“New skills needed for the XXI<sup>st</sup> century: which training needs for natural areas management ?”**

The meeting was organised in partnership between the Région Languedoc-Roussillon / Agence Méditerranéenne de l'Environnement (L-R / AME), the Comité Français pour l'IUCN, the Station Biologique de la Tour du Valat, the Atelier Technique des Espaces Naturels (ATEN), and IUCN Centre for Mediterranean Cooperation (Malaga). It aimed at :

- ? Analysing the new training needs for staff involved in the management of natural areas in the Mediterranean ;
- ? Define the broad lines of a common project that could help Mediterranean Training organisations to cater for these new needs ;
- ? Contribute to recognising the Mediterranean specificity's at the World Park Congress (Durban, September 2 003).



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The participants agreed on the following conclusions :

The participants unanimously thanked the Région Languedoc-Roussillon / Agence Méditerranéenne de l'Environnement, the Comité Français pour l'IUCN, the Station Biologique de la Tour du Valat, the Atelier Technique des Espaces Naturels (ATEN), and IUCN Centre for Mediterranean Cooperation (Malaga), for their help in sponsoring and organising the meeting.

The participants defined a common vision of key issues in management of natural areas in the next ten years (see annex 4). Fourteen themes have been defined as priority issues for the Mediterranean natural areas, i.e.: i) human pressure, ii) local community participation, iii) socio- economic development, iv) quality of life issues, v) promotion of life support values, vi) ecosystem approach, vii) cultural diversity conservation, viii) capacity building ix) new technologies, x) staff adaptability, xi) integration of policies in effective management tools, xii) communication with a wider public, xiii) education and awareness, xiv) financial sustainability.

The participants identified and agreed on major key factors of changes and defined the new skills needed to address these issues (see annex 5 ).

New issues mean new jobs and new tasks: there is a need to better structure and acknowledge an emerging professional channel. As such , the participants recognised the interest of the work carried out by ATEN for the staff of French natural areas.

The participants recognised training as a key theme which \$ transversal to all different priorities.

Since parallel initiatives to promote a better training co-ordination exist at the Mediterranean level (under IUCN Centre for Mediterranean Co-operation) and at European level (under the IUCN-WCPA European Training Task Force which met also in Montpellier on 25<sup>th</sup> January 2003), and since these geographic areas largely overlap in southern Europe, the participants recommended these two IUCN bodies to closely liaise and co-ordinate their strategies so as to avoid duplication of efforts, particularly by those centres located in both regions.

The participants pointed out that little attention is generally paid to initial training, which appears generally as either non-existent, or not adapted specifically to the needs of management of protected areas. Current training initiatives deal only with professional vocational training.

Since the managers of protected areas who deal with nature management on a day-to-day basis are increasingly requested to play a leading role in promoting sustainable development (SD) projects, they need training in order to be recognised as driving forces in SD projects.

The participants agreed on the outline of a joint project drawn to meet this changing and new conditions in staff qualifications.

The network should continue to meet on a regular basis. Initially these meetings may be linked to/ focused on the development on the joint project.

## **Next steps (outline of the joint project)**

Six organisations (ATEN, IUCN Centre for Mediterranean Co-operation PANGAEA, RSCN, TAIB, Tour du Valat,) proposed to work together in order to promote networking and exchanges of methods, tools, research and experiences in the field of capacity building (in an appropriated way) on sustainable development issues. The objectives of the joint project are to improve existing training products, develop new ones and promote their effective dissemination and delivery (see the logical framework of the project, annex 6).

Using the outputs of the project, the key players involved in the management of Mediterranean natural areas should be able to better mobilise individual and collective skills that are essential for developing and running sustainable development projects.

The 6 partners will implement the project activities in close collaboration with all the other participants of the “training organisations network for the management of Mediterranean natural areas” i.e.: training organisations, national institutions, protected areas managers.

The project designed by the 6 partners is based on three statements:

- ? the co-ordination of the joint project will be done by ATEN during the year to come.
- ? IUCN Centre for Mediterranean Co-operation and UICN French Committee will facilitate and support a financial proposal to be submitted to donors organisation in order to start with concrete actions before Durban World Park Congress.
- ? IUCN Centre for Mediterranean Co-operation will promote this joint project at the Durban World Park Congress.

### **Proposed schedule:**

*from March to April 2003*

- 1) The joint project framework is validated by the six partners and each participant of the “3<sup>rd</sup> meeting of the training organisations network for the management of Mediterranean natural areas” receives the conclusions and perspectives of Montpellier’s meeting.
- 2) Promote the joint project at the IUCN conference on protected areas in the Mediterranean context, to be held in Murcia on 26-30 March 2003.
- 3) Conclusions of the Murcia conference including recommendations for Durban congress are sent to the participants of the “ 3<sup>rd</sup> meeting of the training organisations network for the management of Mediterranean natural areas”

*from April 2003 to February 2004* - Implementation of the joint project activities (first phase).

*February 2004* - Meeting between the 6 partners.

*from March 2004 to February 2005* - Implementation of the joint project activities (second phase)

*February 2005* - 4<sup>th</sup> meeting of the training organisations network for the management of Mediterranean natural areas. Restitution of the results of the joint project to all the participants of the network.



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## **Annexes**

**ANNEX 1:** The history of the network

**ANNEX 2:** Final participants list

**ANNEX 3:** Final programme

**ANNEX 4:** Common vision of key issues in the management of protected areas for the next ten year, as identified by the participants (results of Session 6 from paperboards).

**ANNEX 5:** New skills needed to address the key issues identified in session 6 (results of Session 7, from paperboards).

**ANNEX 6:** Logical framework of the joint project.

## **ANNEX 1: THE HISTORY OF THE NETWORK**

*Extracted from the Report on the 2<sup>nd</sup> meeting of the Network of training organisations for the management of natural areas in the Mediterranean. (Tour du Valat, Camargue - France, 12-13 February 2001)*

### **1. Who does what in the Mediterranean ? The state-of-the-art.**

- Many agencies do offer training on natural areas management in the Mediterranean ; most of them also do other activities ;
- Training is organised on many topics ;
- Many types of people benefit from Training
- Training occurs at all scales, from local to international
- Various methods are used : classroom/ field ; formal/ informal ...
- To be really effective, training must occur in an appropriate context, which enables the application of what was learnt ;
- Funding does exist for Training in the Mediterranean, especially for big projects (EU, World Bank, UNEP/UNDP...)
- There is a scope for better co-ordination in the Mediterranean between all those involved in these training activities ;
- Different realities in different countries imply that adaptations are required when transferring methods/ tools
- There is a need to better link training contents to the evolution of careers and competence
- Training organisations often face the contradiction of having to develop long-term training strategies, whilst funding is often guaranteed on short-term only.

### **2. What are the main weaknesses in the Training system in the Mediterranean, as seen by the participants ?**

The participants identified the following key weaknesses :

- The lack of national strategies for training and weak involvement of managerial staff (i.e. the staff able to make decisions on training issues) ;
- Training needs assessment and related issues (e.g. how to balance the trainee's own wishes with the training needs as seen by the employer ?)
- The evaluation of the real impact of training on the field
- Lack of co-ordination/ networking/ mutual information of training institutions, even leading sometimes to competition



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- Language and cultural barriers
- New but vital issues (e.g. integrated management, sustainable development...) are not yet adequately covered

### 3. How to go forward for 2001-2002 ?

The following proposals for follow-up action were made by the network; however many found no volunteer to lead them.

| ACTION                                                                                                                                                                                                                                                                                           | WHO WILL LEAD ?                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| Establish an Internet network of Training organisations, not restricted to wetlands (investigate WWF-UK experiences ?)                                                                                                                                                                           | -                                                                             |
| Establish a problem-solving team, to assist network members                                                                                                                                                                                                                                      | -                                                                             |
| Standardise training approaches and promote quality certification                                                                                                                                                                                                                                | -                                                                             |
| Make a "Who's who" for training in the Mediterranean natural areas                                                                                                                                                                                                                               | - ( <sup>1</sup> )                                                            |
| Targeted report on the meeting : compile description sheets of training organisations participating ; proposed follow-up ; list of participants                                                                                                                                                  | Tour du Valat                                                                 |
| Organise next meeting of our network                                                                                                                                                                                                                                                             | Circeo NP + Pangea Institute, Italy ( <i>to be confirmed</i> )<br>RSCN Jordan |
| Compile a document summarising case-studies on Training Needs assessment and Training Evaluation                                                                                                                                                                                                 |                                                                               |
| Assist IUCN-WCPA Training Task Force in developing/ identifying : <ul style="list-style-type: none"> <li>- Gaps in training</li> <li>- Inventory of training opportunities</li> <li>- Funding sources</li> <li>- Contributions to the IUCN-Parks Magazine (best-practises guidelines)</li> </ul> | -                                                                             |
| Reinforce network co-operation through extending TOPAS project to Mediterranean countries                                                                                                                                                                                                        |                                                                               |
| Test and confirm the ATEN "4-stakeholders training scheme" over 2001 through consulting the network on their own experience, so as to contribute to the next network's meeting                                                                                                                   | ATEN (E.Thévenin)                                                             |
| Provide demonstration case-studies                                                                                                                                                                                                                                                               | MedWetCoast- Egypt                                                            |
| Promote Training as a major topic to be addressed by IUCN-Malaga office                                                                                                                                                                                                                          | IUCN-WCPA<br>& Tour du Valat/ MedWet                                          |
| Develop a catalogue on the Internet of training opportunities                                                                                                                                                                                                                                    | IUCN-WCPA (from June 2001 on)                                                 |
| Establish smaller, topical groups on e.g. : <ul style="list-style-type: none"> <li>- exchange visits &amp; mentoring</li> <li>- e-learning</li> </ul>                                                                                                                                            | ATEN (+ Pangea / WWF-ATW)<br>TdV, IUCN -WCPA                                  |
|                                                                                                                                                                                                                                                                                                  | MedWetCoast (+Eurosite,                                                       |

<sup>1</sup> \* : the forms filled by the partners participating in this meeting can be regarded as a first step towards that





#### **4. Where do we stand by November 2002 ?**

By November 2002, it seems that few of these actions were carried out (or maybe just not communicated to the network/ participants ?), except maybe the test of ATEN's "4-stakeholders training scheme" to describe professional relationships in a Training action, which is currently tested by Tour du Valat as a tool to redefine/focus its training strategy.

No clear leader emerged from the workshop or in the next 2 years. It seems that none of the participants feels it has the mandate and/or enough strategic, Mediterranean-wise views to play this role. Everybody organises training in his own country, sometimes in another one, sometimes in partnership with another training organisation. However so far the group still lacks a driving, inspiring force which can help making it into a real network.

A proposed European Training Task Force under IUCN's World Commission on Protected Areas could possibly play this part for the northern Mediterranean only, but even in this one no clear long-term leader still emerges, although one person is offering his efforts to initially set up the Task Force.

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**Extracted from the Report on the 2<sup>nd</sup> meeting of the Network of training organisations for the management of natural areas in the Mediterranean. (Tour du Valat, Camargue - France, 12-13 February 2001)**

## **ANNEX 2: FINAL LIST OF PARTICIPANTS**

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## **ANNEX 3:**                    **FINAL PROGRAMME**

**Wednesday 22**                    **Arrival of participants and welcoming dinner.**

| <b>Thursday 23</b><br>Chair: Jean Jalbert | <b>Collective objective</b>                                                                                                                                                                                                                       | <b>Speaker/ leader</b>                                                                                                 | <b>Method</b>                                          |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| <b>Session 1</b><br>9:00 to 10:30         | 1. Welcome<br>2. Role of the workshop in the preparation of the Murcia conference and the World Parks congress 2003, Durban.<br>3. Description of the aims of the meeting and the expected results<br>4. Round-table presentation by participants | 1. Laurent Pradalié. Region L.R<br>2. A.ndres Alcantara. IUCN<br>3. Jean Jalbert. TdV & IUCN<br>4. Chris Johnson. RSCN |                                                        |
| 10:30 to 11:00                            | Coffee break                                                                                                                                                                                                                                      |                                                                                                                        |                                                        |
| <b>Session 2</b><br>11:00 to 12:00        | Trends in and principles of management of protected natural areas in the Mediterranean region in the last 50 years                                                                                                                                | Maurilio Cipparone. IUCN                                                                                               | Talk (30')<br>Discussion                               |
| <b>Session 3</b><br>12:00 to 12:30        | Job specifications and skill requirements for people working on French natural areas. What use are they and how are they produced?                                                                                                                | Isabelle Salvi. ATEN                                                                                                   | Talk (30')<br>Discussion                               |
| 12:30 to 14:00                            | Lunch                                                                                                                                                                                                                                             |                                                                                                                        |                                                        |
| <b>Session 4</b><br>14:00 to 15:30        | Evolution of the site manager activities. Examples of changes.                                                                                                                                                                                    | Mousa Saifi and Omar AbuEid Jordan.<br>Fatma-Zohra Lekehal. Algeria<br>Memet Meta. Albania                             | Talks of 10 minutes Discussion                         |
| <b>Session 5</b><br>15:30 to 16:00        | Status of initial and ongoing training for managers of natural areas.                                                                                                                                                                             | Mustapha Marraha. Morocco                                                                                              | Talk (30')<br>Discussion                               |
| 16:00 to 16:15                            | Coffee break                                                                                                                                                                                                                                      |                                                                                                                        |                                                        |
| <b>Session 6</b><br>16:15 to 18:00        | Definition of common vision on key factors of changes in the next 10 years.<br>Work in small groups to produce concrete proposals                                                                                                                 | Chris Johnson. RSCN                                                                                                    | Work in parallel groups<br>Reporting on the group work |

## FINAL PROGRAMME (CONTINUED)

| Friday 24<br>Chair: Chris Johnson              | Collective objective                                                                                                                                         | Speaker /Leader                                                                                     | Method                                                 |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| <b>Session 7</b><br>8:30 to 10:30              | Definition of the new skills needed to address the identified issues.<br>Work in small groups to produce concrete proposals                                  | Chris Johnson. RSCN                                                                                 | Work in parallel groups<br>Reporting on the group work |
| 10:30 to 10:45                                 | Coffee break                                                                                                                                                 |                                                                                                     |                                                        |
| <b>Session 7 (continued)</b><br>10:45 to 12:30 | (continued)                                                                                                                                                  | Chris Johnson. RSCN<br>Rapporteurs of the working groups                                            | Work in parallel groups<br>Reporting on the group work |
| <b>Session 8</b><br>12:30 to 13:30             | Analysis of the networking issues                                                                                                                            | Chris Johnson. RSCN                                                                                 |                                                        |
| 13:30 to 14:30                                 | Lunch                                                                                                                                                        |                                                                                                     | Group discussion led by the facilitator                |
| <b>Session 9</b><br>14:30 to 16:00             | Collective agreement on the contents of a joint project<br>Concrete proposals, work-plan and leadership for next steps                                       | Chris Johnson. RSCN                                                                                 | Group discussion led by the facilitator                |
| 16:00 to 16:15                                 | Coffee break                                                                                                                                                 |                                                                                                     |                                                        |
| <b>Session 10</b><br>16:15 to 16:45            | Recommendations for taking into account the special features of the Mediterranean region at the Murcia conference and the World Parks congress 2003, Durban. | Andrès Alcantara. IUCN                                                                              | Talk                                                   |
| 16:45 to 17:00                                 | Closure                                                                                                                                                      | Andrès Alcantara. IUCN<br>Jean Jalbert. TdV & IUCN<br>Chris Johnson. RSCN<br>Jean Marie PETIT. ATEN |                                                        |

## **ANNEX 4: COMMON VISION OF KEY ISSUES**

The outputs of session 6 are transcribed here just as they were presented by the groups.  
1 French speaking group and 3 English speaking groups were formed to work on:

**WHAT WILL BE THE MAIN AREAS OF CHANGES IN THE ROLE, FUNCTION AND MANAGEMENT  
APPROACH OF PROTECTED AREAS LIKELY TO OCCUR IN THE NEXT 10 YEARS ?**

Over the next 10-years protected areas managers will need to address more fully:

**1.Human pressure**

**2.Local community participation**

management plan as a driving force for development of surrounding communities.  
participatory approach

**3.Socio-economic development** (local and national)

alternative sources of income and specialised jobs

**4.Quality of life issues**

equity, peace, ethical and spiritual values

**5.Promotion of life-support values**

integration of global issues into local management, reduction in climate change

**6.Ecosystem approach** with a special attention to marine ecosystems

functional approach, bio-regional scale, Eeonets

**7.Cultural diversity conservation**

**8.Capacity building**

international model , networking between protected areas

**9.New technologies** and scientific know-how

**10.Adaptability.**

staff to change, multi-functions

**11.Integration of policies and effective management tools**

**12.Communication with wider public**

intensive communication with the public

**13.Broader education and awareness**

stronger impact on curricula

**14.Financial sustainability**

protected areas as privatised centres



## **ANNEX 5: NEW SKILLS NEEDED TO ADDRESS THE KEY ISSUES**

The outputs of session 7 are transcribed here just as they were presented by the groups.  
2 French speaking groups and 3 English speaking groups were formed to work on:

### **THE SKILLS NEED TO MEET THE 14 PERCEIVED CHANGES AS IDENTIFIED IN SESSION 6**

#### **1.Human pressures**

##### Evaluating carrying capacity

Analytical skills ,

Developing networks of expertise

##### Drawing up a management plan

Commitment to participatory approaches and conflict management

Fundraising capacity

Knowledge on project cycle : project design and project implementation

#### **2.Local community participation**

Communication, facilitation and conflicts resolution skills

Developing socio-economic surveys

Participatory rural appraisal and participatory planning

Establishment of local committees for the implementation of the project activities

Knowledge of local communities and communities wishes

Understanding of local decision making processes

Awareness of legal processes

Education/awareness raising skills

Implement training interventions

Analytical and adaptive management skills

#### **3.Socio-economic development (local and national)**

##### Generic skills:

Communication, strategic thinking, creative thinking, negotiation and delegation

##### Specific skills:

Baseline economic surveys

Evaluation of site potential values

Planning socio-economic programmes

Project development and management

Feasibility studies

Financial management

Business planning

Marketing products

Fundraising

##### Knowledge base

Basic economics

Potential economic values of protected areas

Local economy/traditions/culture



#### **4. Quality of life issues** for local communities and visitors

##### Skills:

Communication, environmental education, interpretation (raising awareness of visitors), facilitation and negotiation to enable participation, consciousness raising, social, cultural and economic analysis, development partnerships, sustainable development planning

#### **5. Promotion of life-support values**

Knowledge of natural resources and functions  
Knowledge of traditional human activities  
Communication skills (interpretation and education)  
Developing a sustainable model : Agenda 21 – best practices from the past 10 years  
Leadership skills : practice what you preach  
Promoting protected areas as best example of sustainable ecosystems

#### **6. Ecosystem approach** with a special attention to marine ecosystems

Knowledge of ecosystems and their functions  
Ecosystem mapping  
Ecosystem management  
Implementing survey, surveillance and monitoring systems  
National and international networking  
Knowledge of languages  
Knowledge of the area, its challenges and the involved stakeholders  
Analytical capacity  
Communication, negotiation, animation and awareness skills  
Ability to organise and animate meetings

#### **7. Cultural diversity conservation:**

##### Generic management skills

Strategic thinking

Negotiation

Analytical

##### Specific skills

Socio-cultural-economic survey

Advocacy skills

Formal and informal education/awareness

## 8.Capacity building

### Generic skills

Analytical , evaluation, organisation, communication, teaching and training, human resources management, strategic planning, networking

### Specific skills

Training needs assessment,

Dealing with disabled users

### Knowledge base

Training engineering

Management tools

Subjects/topics

## 9.New technologies not necessary high technologies

### For people

Tele-jobs, Tele-cottage

Internet

Organic agriculture

Alternative energy

### For managers

Environmental impact assessment

Geographical information system

Monitor visitor and nature

Internet

Organic agriculture

Alternative energy

pollution management

E-learning

Education / communication

## 10.Adaptability for staff:

### Agency

Continuous training

On-site monitoring evaluation (performance and feedback)

Adaptive management

Create incentive skills (self motivation)

Communication and interpretation

### Employees

Psychology

Interdisciplinary skills

Managing changes

Create incentive skills (self motivation)

Communication and interpretation

### 11. Integration of policies and effective management tools

Management skills  
Managing changes  
Communication skills and knowledge of ways to communicate  
Understanding policies  
Evaluation and monitoring adaptive management  
Transparency willingness  
Strategic planning

### 12. Communication with wider public

General skills  
Communication  
Advocacy, campaigning, lobbying  
Organisational skills  
Networking  
Specific skills  
Presentation and interpretation skills  
Marketing  
Publication design  
Event organisation and management  
New technology skills  
Defining audience and target groups  
Knowledge base  
How the media work  
Lines of communication

### 13. Education and awareness

Who for: public, visitors and who does: staff, institutions, stakeholders, partners

#### Skills

Environmental education (formal and informal)  
Education for Sustainable Development  
Communication : internet, media (TV, radio, newspaper), interactive, participatory, campaigns, advertising.  
Interpretation  
E-learning

### 14. Financial sustainability (acceptance of declining protected areas funding)

Financial planning and management including: waste reduction, evaluation of results  
Preparation of project fund raising oriented  
Organising partnership: how to identify and create team  
Working with private sector: putting a value(s) on uniqueness of protected area and park branding with local products  
Generating tourism.

## **ANNEX 6: LOGICAL FRAMEWORK OF THE JOINT PROJECT.**

### **Capacity development<sup>2</sup> in response to sustainable development**

(PA = protected areas or natural areas on the way to be legally protected )

|                               | What will the project do                                                                                                       | Indicator of success                                                                                              | Means of verification                                                                                                 | Assumptions and risks |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Principal objective</b>    | To enable managers of Mediterranean PA's to raise their skills on applying sustainable development successfully on the ground. | Long term viability of sustainable development projects.                                                          | Evaluation process along the project.                                                                                 |                       |
| <b>Operational objectives</b> | I- To implement training courses to raise skills needed for good sustainable development practices in Med PAs.                 | The demand of attending training courses addressing "skills used for good SD practices in Med PAs" is increasing. | Incorporation of re-designed materials into the training programme delivered by the partners.<br>Training of trainers |                       |
|                               | II-To stimulate networking between Mediterranean training organisations and among managers of Mediterranean PAs                | New relations are initiated                                                                                       | Number of joint activities.                                                                                           |                       |

<sup>2</sup> **Capacity development** is the process by which individuals, organisations, institutions and societies develop abilities (individually and collectively) to perform functions, solve problems and achieve objectives. (source: UNSP, Management and Governance division, Technical advisory 2, 1997).

|                             |        |                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                 |                                                                                                   |
|-----------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| <b>Outputs</b> <sup>3</sup> | ATEN   | I.1 The activities of the 6 partners are co-ordinated for the year to come                                                                                                                                                                                                                                                                                                   | Cluster communication<br>Operational legitimacy                                                                                                                                                                                      | Regular reports on project implementation (work-plan, methodological guidelines..)<br><br>The co-ordinator is clearly identified and got a commitment to allocate the necessary time and resources to this task | Low effective commitment of partners<br><br>Lack of financial resources to co-ordinate the action |
|                             | ATEN   | I.2 The level of knowledge and skills used for good sustainable development practices in Med PAs delivered to newly-appointed staff is identified and quantified ("prise de poste")                                                                                                                                                                                          | Use of the recommendations.                                                                                                                                                                                                          | Publication with results and recommendations from the investigations done in at least 2 different countries.                                                                                                    |                                                                                                   |
|                             | PANGEA | I.3 "Greening the park": an experimental training module, for orienting towards sustainability parks basic management practices, is developed and tested.                                                                                                                                                                                                                    | Better knowledge of the state-of-art of training for SD in Med PAs<br><br>Availability of new modules for raising the level of knowledge and skills needed for good SD practices in Med PAs<br><br>Good SD practices are highlighted | Training module "Greening the park"<br><br>Number of training courses<br><br>Number of Mediteranean PA staff and other environmentalists trained<br><br>Feedback from participants                              |                                                                                                   |
|                             | RSCN   | I.4 An orientation workshop organised with ATEN for all network focal points on sustainable development in protected areas and what it means in practice.<br><br>I.5 The knowledge and skills used for good SD practices in MED PAs are integrated into the training content and materials of RSCN's regional capacity building program in the Middle East and North Africa. | Good SD practices are highlighted                                                                                                                                                                                                    | Training material including knowledge and skills used for good SD practices in MED PAs                                                                                                                          |                                                                                                   |

<sup>3</sup> **Outputs** : A contribution will be given by the 6 partners to the development of the database and the training platform within the IUCN Centre Med Co-operation web site as well as for the design, development and trials of pilot modules for different targets.



|                             |                                                                                                                                                                                                                                                                                     |                                                                           |                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                      |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| TAIB                        | I.5 The knowledge and skills used for good SD practices in Med PAs are integrated in the training material on “Practical Conservation Management, Biodiversity and Environmental Change” international field training course programme at the Parc naturel de s'Albufera, Mallorca. | Good SD practices are highlighted                                         | Training material on practical Conservation management, Biodiversity and Environmental Change,<br><br>Number of training courses,<br><br>Number of Mediterranean PA managers and environmentalists trained,<br><br>Feedback from participants, |                                                                                                                                                                                                                                      |
| TOUR du VALAT               | I.6 A training module on “Integrated management plans” is developed and tested                                                                                                                                                                                                      | Managers trained are able to modify their practises towards better SD     | Training material on “Integrated management plans”<br><br>Number of training . courses held and of trainees<br><br>6-month post-course evaluation (managers interview/ questionnaires) on change of practises                                  | Difficulty on agreeing on what is “the” best approach to SD to promote in the Training module, and on principles general enough to be valid for all the Med., yet precise enough to provide guidance to the non experimented manager |
| IUCN Centre Med coop        | II.1 The interested partners (educational institutions / training organisations) are identified.                                                                                                                                                                                    | Better knowledge on “who is doing what?”                                  | Database = Updated portfolio<br><br>Group address e-mail list                                                                                                                                                                                  | Commitment of all participants to feed the database.                                                                                                                                                                                 |
| IUCN Centre Med coop        | II.2 A training platform is created on the home page of the IUCN Centre Med coop web site                                                                                                                                                                                           | Access and exchange of information on capacity development resources.     | Number of internet connections to the training platform                                                                                                                                                                                        |                                                                                                                                                                                                                                      |
| IUCN Centre Med coop        | II.3 The project is promoted among IUCN and international forums dealing with Mediterranean protected areas                                                                                                                                                                         | Dissemination of the project activities outside the Mediterranean limits. | Presentation about the project as part of the agenda of the Murcia conference and Durban World Park Congress.                                                                                                                                  |                                                                                                                                                                                                                                      |
| IUCN Centre Med coop / ATEN | II.4 The project is budgeted to be submitted to key funding agencies.                                                                                                                                                                                                               | Financial support.                                                        | Number of professional contacts with Funding agencies.                                                                                                                                                                                         |                                                                                                                                                                                                                                      |

**Acronyms** : **ATEN** : Atelier Technique des Espaces Naturels – France ; **IUCN C.Med.C** : IUCN Centre for Mediterranean Cooperation ; **PANGEA** : Istituto PANGEA - ONLUS – Italy ; **TAIB** : The Albufera International Biodiversity Group – Spain ; **TdV** : Tour du Valat – France ; **RSCN** : Royal Society for the Conservation of Nature – Jordan.