Management Effectiveness Evaluations in Egypt National Parks

Summary Report

Dan Paleczny, IUCN

DRAFT (July 30, 2007)

TABLE OF CONTENTS

Terms and Acronyms

EIECP	Egyptian-Italian Environmental Cooperation Programme
AWP	Annual Work Plan
BP	Business Plan
BioMAP	Monitoring and Assessing Biodiversity Project
CBD	Convention on Biodiversity
EEAA	Egyptian Environmental Affairs Agency
EIA	Environmental Impact Assessment
GoE	Government of Egypt
IUCN	World Conservation Union
MEE	Management Effectiveness Evaluation
MSEA	Minister of State for Environmental Affairs
NCSCB	Nature Conservation Sector Capacity Building Project
NCS	Nature Conservation Sector
PA	Protected Area
PAMU	Protected Area Management Unit
QPA	Qaroun Protected Area
RAPPAM Management	Rapid Assessment and Prioritisation of Protected Area

## ACKNOWLEDGEMENTS

EXECUTIVE SUMMARY

INTRODUCTION

More than 4,000 assessments of protected areas in 70 countries have been carried out using a number of different methodologies (Hockings and Dudley 2007).

Many evaluation systems are based on the IUCN framework for management effectiveness (see figure; Hockings et al., 2000, 2006). The framework has three main areas of focus:

1. How appropriate is the site's design?

2. How appropriate are the management systems and processes?

3. Are management objectives met and values conserved?

Some evaluation methods, such as the Nature Conservancy's Parks in Peril program and the World Wildlife Funds' RAPPAM are focused more on examining elements of context, planning, inputs and processes. Some jurisdictions, such as Parks Canada and some UK national parks have focused efforts on studying outcomes—the achievement of goals—and these have been reported in State of the Parks reports.
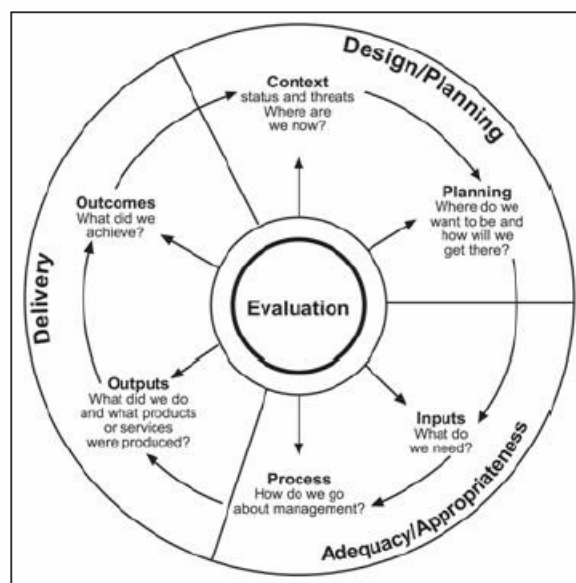
In 2006, the Nature Conservation Sector Capacity Building Project, as part of the Egyptian-Italian Environmental Cooperation Programme, undertook a national level management effectiveness evaluation of Egypt National Parks (Fouda et. al., 2006, appendix 1). A recommendation of this national rapid assessment (referred to as the RAPPAM evaluation) was to implement a pilot project to establish and test an approach for carrying out more detailed site level management effectiveness evaluations. The site level evaluation objectives (see part I) and process (appendix x) were developed and the approach was tested at four protected areas in Egypt: Wadi El-Rayan, Qaroun, Ras Mohammed and Saint Katherine. Whereas the national RAPPAM evaluation examined the context, planning, inputs, processes and to some extent, outputs for the system of protected areas, the site level evaluations focused primarily on **context** (threats), **outputs** (implementation of work programmes or plans) and **outcomes** (state of the protected area's key values).

This summary report provides an overview of this work, including lessons learned and recommendations for further improvement.

This project supports Egypt's commitment toward implementation of the Convention on Biological Diversity and the Programme of Work on Protected Areas (goal 4.2) to conduct management effectiveness evaluations in 30% of the nation's protected areas by 2010.

An assessment of management effectiveness is an important tool for politicians, senior managers and site level staff. With this tool, the financial needs of protected areas can be properly rationalized

from a strategic and operational perspective. The focus of budgets and work plans can be directed to the most important priorities. Openness and transparency can also garner additional support for management programmes as this demonstrates the care that is being invested in improving the effectiveness of protection and local economic development initiatives.

KEY PROJECT ACTIVITIES AND DELIVERABLES

Context for Site Evaluations

In January 2006, the NCS carried out a two day workshop which NCS staff undertook a rapid assessment of the management effectiveness of Egypt's system of Protected Areas. This was the first such evaluation of Egypt's Protected Areas and the first such evaluation in the Arab countries. The RAPPAM methodology developed by WWF (Ervin 200x) was adapted to make it more applicable, and the questionnaire format was translated into Arabic (appendix 1). Arising from this process, a recommendation was made to carry out site level management effectiveness studies. This report summarizes the results of the pilot project to develop and test a site level methodology for Egypt.

Inception/Design Phase

The first phase was carried out during June and July 2006 when the initial objectives for management effectiveness were set forth (see box text) and the more detailed procedures were established. These were documented in two reports: (1) Scope: Objectives, Framework, Principles, Implementation, and (2) Integrated Planning, Evaluation and Implementation Process (Paleczny 2006 a+b). In addition, an initial set of worksheets were designed as tools for protected area staff to use in the evaluation workshops.

The methods employed in the evaluations were informed by three key sources. Firstly, the procedure for examining the implementation of the past actions was adapted from the World Heritage Management Effectiveness Workbook (Hocking et al., 2004). Secondly, the evaluation of protected area values was adapted from The Nature Conservancy's Enhanced 5-S process for measuring conservation effectiveness (outcomes) and analyzing threats (TNC, 2000; Salzer et al., 2003). The E5-S approach was expanded from its focus on natural/biodiversity values to include ecotourism-recreational values and community well-being (socio-economic) values. New worksheets and processes were developed for use in the workshops. Thirdly, the elements of the ecosystem approach[1] (Shepherd 2004, Smith and Maltby 2003) were examined and built into the respective worksheets and processes.

---

[1] As defined for the Convention on Biodiversity (UNEP 2001, 1):

"The ecosystem approach is a strategy for the integrated management of land, water and living resource that promotes conservation and sustainable use in an equitable way. Application of the ecosystem approach will help to reach a balance of the three objectives of the Convention. It is based on the application of appropriate scientific methodologies focused on levels of biological organization which encompass the essential processes, functions and interactions among organisms and their environment. It recognizes that humans, with their cultural diversity, are an integral component of ecosystems."

An evaluation of outputs and outcomes is a large task, which at first may discourage protected area managers and staff from initiating this work. The key is to start with the priorities and build upon the system through future work. Salzer et al. (42, 2003) underline this point:

> *"We envision the assessment of focal target viability to be an iterative process – it is not realistic to develop comprehensive lists of all key attributes, indicators, and a full set of indicator ratings for all focal targets as part of an initial viability assessment. However, it is important to start with at least one key attribute and indicator and the classification of that indicator into one of the 4 indicator rating categories with sufficient detail that someone else could determine whether that indicator had shifted to another category. We recommend that the viability assessment go deeper for those targets and key attributes where there are known threats delivering uncertain impacts to the conservation target or where priority conservation actions are being implemented to improve certain target's viability status."*

Accordingly, the assessments in the site level reports for each of the four test cases focus on priority values (focal targets), using available information and experience.

At this stage, a national team was established comprised of Dan Paleczny (IUCN project leader), Khalad Allam (Conservation Planner, NCS), and Mohammed Talaat (Planning and Management Effectiveness Coordinator at WRPA, with additional advice and support from Wahed Salema (Manager, Protected Areas) and John Grainger (IUCN Egypt team leader).

Objectives for Site Level Management Effectiveness Evaluations in Egypt

1. Assess the conservation status of Egyptian National Parks (ENP). Are the key values (ecosystems/resources, ecotourism/recreation, community well being) declining, remaining stable or improving?

    a. Use available information and knowledge to substantiate assessments, as much as possible.

    b. Identify gaps in knowledge that hinders an accurate assessment.

2. Identify more precisely the threats affecting protected area values, the underlying causes and possible solutions.

3. Examine the site level track record in implementing management plans (where they exist) and taking positive action toward achievement of conservation. Did the protected areas implement their programme? Were the actions effective in addressing conservation objectives?

4. Examine the underlying problems and possible solutions affecting the delivery of effective management.

5. Develop priorities and actions for implementation and integration into the protected area management plan or descriptive management plan.

6. Further advance a culture of transparency, learning and evaluation in Egyptian NCS. Aim

---

Testing Phase

The methodology was implemented through four case studies; two with management plans and two without. These were:

- **Wadi El-Rayan Protected Area** has had a management plan since 1992, and an ongoing Italian-funded project to improve management capacity, infrastructure, collaborative management, and communications and education. It includes Wadi El-Hitan Valley of the Whales World Heritage Site.

- **Qarun Protected Area** has no management plan and has had no donor support. It has similar globally important fossil resources and management needs as the nearby WRPA.

- **Ras Mohammed National Park** is Egypt's first national park. It has no management plan but has benefited from past donor funding. It is internationally renowned for its marine resources by divers who visit the many coral reefs.

- **St Katherine Protected Area** has had a management plan since 1993 and has benefited from past European Union donor funding. It includes the St Katherine Cultural World Heritage Site, in recognition of the famous monastery and Mount Sinai.

Name	WRPA	RMNP	QPA	SKP
IUCN category				
Size (ha)				
Key Resources				
Annual Visitation				
Annual Funding (le)				
No. Staff				
Management Plan				

Designation Year				

The management effectiveness evaluation process was comprised of seven steps (figure 1, and described in more detail in appendix 6), and was implemented primarily through staff workshops ranging from 3-5 days each. In total, about 40 staff were trained and participated in the workshops. Some introductory presentations were made at the beginning of the workshop and at key stages during the workshop (appendix x).

The evaluation team found that a three day workshop was insufficient for such a complex topic. Even five days is not enough, however, this is a long period of time for staff to be away from their daily duties and to remain focused on detailed discussions. Ideally, if time permitted, a second workshop would be useful to review the results of the assessment and focus more on action planning. The key steps in the evaluation included the following:
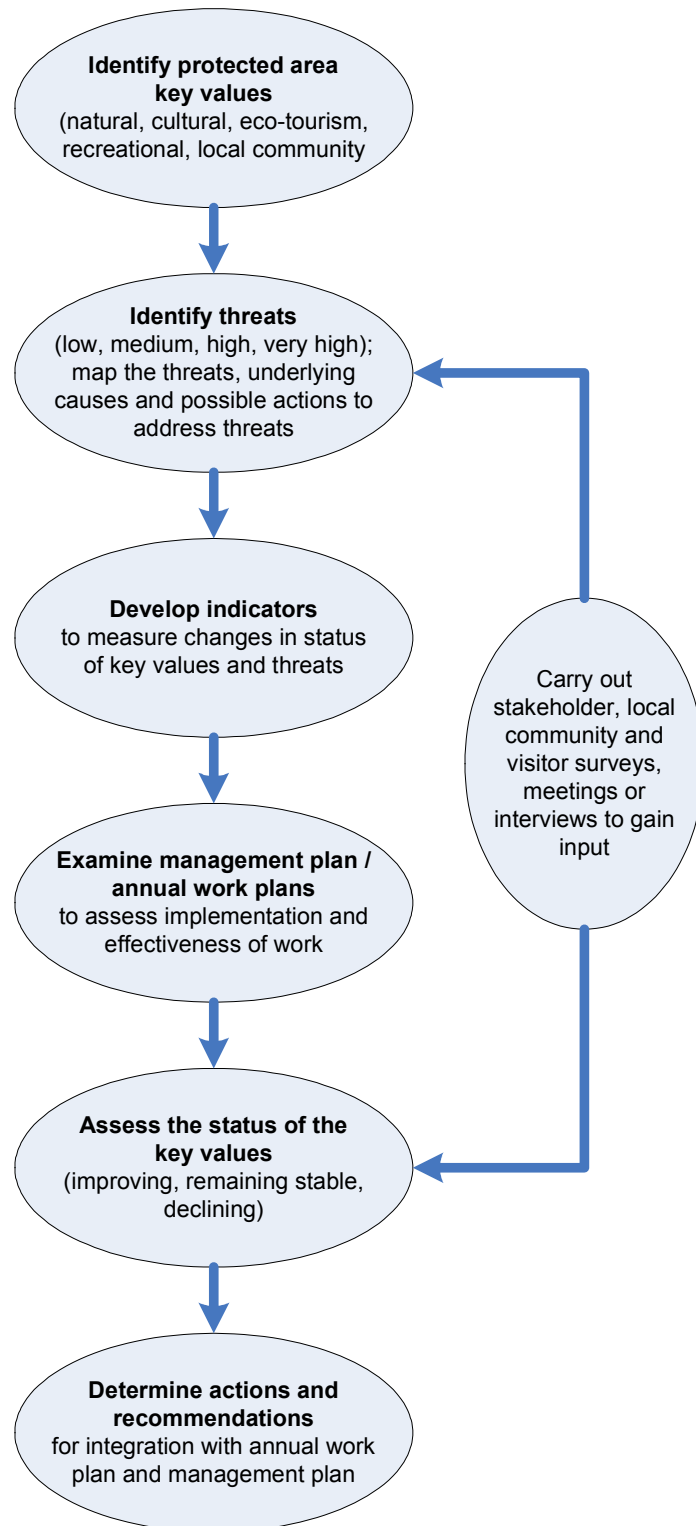
- Three types of questionnaire surveys were implemented as a means to obtain input from others. These included stakeholders, local communities and visitors (appendix __). While the surveys were deemed useful and generally expedient, they have the expected shortcomings related to one-way communications rather than engaging respondents in thoughtful discussions. Existing surveys were used, where they existed (e.g., St Katherine visitor survey), and discussions with some stakeholders were included. It is best to carry out the surveys prior to the workshop so that the results are available and useful in the evaluation.
- The main natural, cultural, recreational and socio-economic values for the protected area were determined, and a description of these main values was prepared by the staff during the workshop. The values were characterized in terms of key attributes, which were used late to determine the status of the protected area: (a) size, (b) condition, (c) landscape context and (d) threats.
- A diagram of the key threats and underlying causes affecting the main values was prepared, including possible actions.
- Potential indicators and measures of status were identified and examined. This is a technical process that generally requires a substantial investment of analytical skills and time beyond that available in the workshop. Nevertheless, the start at doing this in the workshops was useful as staff engaged in considerable discussion on the merits of certain indicators.
- An evaluation of the management plan implementation and its impact was undertaken for the two protected areas with management plans. For the two without, a review of annual work plans was anticipated, however these did not exist, and instead, discussions with staff were held as a means to self-evaluate work programs.
- Recommended actions were identified.
- Following the workshop, the authors continued to investigate topics and use available information as part of the evaluation in the protected area report.

Following each workshop, an evaluation of the process was carried out with participants and improvements were made prior to implementing the next workshop (appendix __). Overall, participants found the workshops to be highly valuable in helping them to gain a fuller appreciation of the management objectives, inputs, outputs and outcomes associated with their collective work. The workshops were found to be an excellent vehicle to engage staff in thorough discussions in a structured manner – something that is often difficult to achieve when staff are busy doing their daily

work and rotating on days off. Staff indicated that as a result of the workshops, they gained a better understanding of the management plan and/or the management process of the protected area.

The worksheet tools were refined following the first two workshops, based upon any problems of interpretation that arose during their use. This improved their subsequent use and assisted in the follow up report writing phase by making changes to ensure the right information is being collected and in a suitable format for the report (i.e., streamlining report preparation—a practical consideration).

Management Effectiveness Evaluation Process

Identify protected area key values
(natural, cultural, eco-tourism, recreational, local community

Identify threats
(low, medium, high, very high); map the threats, underlying causes and possible actions to address threats

Develop indicators
to measure changes in status of key values and threats

Carry out stakeholder, local community and visitor surveys, meetings or interviews to gain input

Examine management plan / annual work plans
to assess implementation and effectiveness of work

Assess the status of the key values
(improving, remaining stable, declining)

Determine actions and recommendations
for integration with annual work plan and management plan

Reporting

The third phase involved carrying out the analysis of the information and writing the four individual evaluation reports. Often, the results of workshop working groups contained inconsistencies and these needed to be reviewed and corrected (e.g., terminology).

In three of the four cases (WRPA, QPA, RMNP), the results were—or are currently being--fed into the writing/review of the management plan and the business planning discussions. In addition, for WRPA, the results were also used by external evaluators who were conducting a formal mid term evaluation of the Italian-funded project (EIECP). Therefore, the management effectiveness workshops provided a useful means of engaging staff and others in thorough and timely discussions in support of management planning and business planning. It is an excellent opportunity for self-evaluation and collective team-evaluation of efforts.

It was acknowledged that the evaluations would not be rigorous in all respects; this shortcoming is acceptable as in interim step along the path toward improvement. With the participation of staff, the aim was to provide a credible report using the best available information, and to make a start at measuring conservation success. The reports are also intended to assist in identifying areas where more cooperation can be forged with research and technical institutions to improve the design and implementation of monitoring indicators and protocols; this of course will take time and is indeed an ongoing process.

Some important limitations of the process and the reports include the following:

- The process is substantially a self-evaluation conducted by staff, and therefore there can be a lack of objectivity when identifying shortcomings or assessing success at implementing programmes.

- The evaluations depend on existing capacity. Some protected areas have more trained staff with higher levels of education.

- While there was some input from stakeholders, visitors and local communities through the survey procedure, there was an absence of external scientific input. External input can help to validate and supplement available data. Indeed, wider participation in evaluation processes improves accuracy, completeness, acceptance, use of information, transparency and cooperation (Paleczny and Russell 2006c).

- The evaluations relied on available information, which often does not exist. However, in some cases, information or data was unavailable when it could reasonably be expected to exist. For example, RMNP has had many years of research and monitoring programmes implemented in cooperation with universities. However, use of such information, if available, was limited. Annual works plans were not always available and up to date visitation data was not used.

- In general, staff engaged in thorough discussion about issues, threats and the design of indicators suggesting a collective (group) analytical capacity. However, the subsequent analysis of information and results tended to be weak and requires more time and discussion.

RESULTS: LESSONS LEARNED

This section describes the lessons learned from implementing the method in the four protected areas, in terms of the successful aspects and strengths, and the barriers or challenges faced, including weaknesses of the procedure.

Successes and Strengths

Technically sound and adaptable: Overall, the procedure to examine threats, indicators, progress and actions to arrive at a status assessment is sound and understood. The ideas can be reasonably communicated. At the same time, the approach could be adapted to suite the interests or needs of the protected area staff so that the process and the results are relevant for their circumstance.

Staff engagement: Thorough involvement of staff in the process, including defining values, threats, measures and actions was a key feature. Overall, this raised their level of awareness of management across the protected area and the complexities of conservation (see appendix 6, workshop evaluations).

Threat analysis: The national RAPPAM threat analysis provided useful national/system level information. However, the threats were identified in a general way for the protected area as a whole. Through the site level evaluations, the protected area values were agreed upon first, and then the threats affecting the values were determined and examined to find underlying causes, actions and possible indicators. This made the threat analysis immediately relevant, and importantly, enabled the identification of pertinent actions.

Ecosystem approach: Tourism and local communities are sometimes identified as threats to the conservation of biodiversity values. However, in can be argued that such treatment is philosophically at odds with the principles of the ecosystem approach. In this process, these social and economic values were identified and studied. The contradictions were drawn out and examined, though not without some degree of challenge (see below).

Plan or programme implementation: For the two cases with management plans (St Katherines and Wadi El-Rayan) it was possible to evaluate implementation of the plan (outputs) and at least with a general estimate, the outcomes of implementation. This enabled a better estimate of changing conditions over time, compared to the other two cases (Qaroun and Ras Mohamed) where no plan nor any work plan was available. This underlined the importance of having a management plan. Clearly, an evaluation of outputs and outcomes is tenuous without a clear sense of direction. The absence of annual work plans is an indicator of ineffective management (not isolated to the two cases).

Surveys: The stakeholder, local community and visitor surveys were generally seen to be a helpful and worthwhile tool to obtain some external input in the process (appendix 6). Implementation well in advance of the workshops would enable better use of the results at the workshop, and a larger sample would improve the value of the information. The participation of the mayor of St Katherine Town was also viewed by staff as very positive; however, overall, the level of external participation is a weakness.

Barriers, Challenges and Weaknesses

Practicality vs Robustness: It is important to maintain a balance in the design and application of the procedure between being technically sound and robust and at the same time, simple enough to involve people.

Threat analysis: There are many levels of classification, description and analyses of threats that can be investigated. For example, past, present and future threats can be examined in terms of the stresses that have been caused or are causing on values, and in terms of the source of the stress. Attempts to articulate these accurately with participants in a workshop setting can lead to extensive debate and in some cases unsolvable disagreement, which in general is not productive. Alternatively, in the workshops, participants identified the threats affecting the values in ways that were meaningful to them; they were allowed to investigate these in terms of underlying causes and possible actions. Upon writing up the reports, the evaluators/facilitators found that sometimes different terms were used for the same threat, and these had to be corrected to enable a full analysis of the threats across the protected area. Arising from the national RAPPAM and these site level test cases, it would now be possible to establish a classification of threats so that terminology can be more consistent across the system of protected areas. In doing this, reference should be made to the proposed international classification developed by the Conservation Measures Partnership (IUCN-CMP 2006).
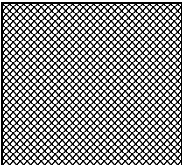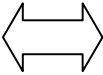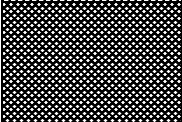
Overall threat rank: As a result of the varied terminology, described above, the compilation of threats into one table required some additional work. Some workshop groups did not identify all possible threats, but in retrospect should have been. These had to be added to ensure completeness, as this affects the calculation of 'overall threat rank'. In general, the calculation of 'overall threat rank' is somewhat complex for some people. Notwithstanding this, it is generally a useful method to highlight which values are under greatest threat, which threats are greatest, and to give the protected area an overall rank.

Overall Status: Status ranks were identified for each key value (i.e., improved, stable or worsened condition compared to five years ago). This is useful in identifying priorities for action. Unlike the method of adding up an 'overall threat rank', no similar approach was used for identifying a single overall status for the protected area.
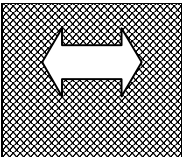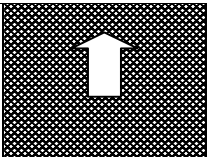
While aiming to keep the status classes simple so that this can be an effective communications tool, it was found that the 'stable' category could be misleading. For example, the condition of a value (St Katherine World Heritage Site) could be assessed as stable today compared to five years ago, however, although the condition is unchanged, it may exist at an unacceptable level. Therefore, it may be helpful to apply a two-part rating for stable: stable-acceptable and stable-unacceptable.

This finer classification of status could be communicated easily by applying the following diagrammatic presentation (after Hockings et al. 2004):

	Good: all appears to be fine	⬆	Condition is improving or improved

	Caution: may be an existing or emerging concern	⟺	Condition is unchanged, stable
	Significant concern	⇓	Condition is deteriorating or worsened

Examples:

	Condition is stable however there is a concern	⇑	Condition had improved but there is a significant concern

Sufficient knowledge and external participation: The process focused primarily on staff knowledge and judgment, with some survey inputs, but little other technical inputs (a factor of time and effort). Not all protected areas have sufficient scientific or technical capacity to develop solid indicators and ratings for each indicator, be they social, economic and natural sciences. Overall, this is a weakness that was demonstrated through the case studies and highlights a need for improved capacity, which can be supplemented through fuller academic, technical and stakeholder participation.

Funding: There is insufficient funding for implementing monitoring activities.

Time: Protected area management is a complex business and undertaking an evaluation of the many and components is time-consuming. Staff benefit from participation (appendix 6) however, they also have a job to do. Having multiple sessions to extend evaluations would be helpful, though the best approach would be to institutionalize evaluation.

Monitoring: Monitoring is highly variable, ranging from nothing to a collection of monitoring activities. In general, it is not coordinated nor focused on addressing questions related to the status of values, the status of threats, effectiveness of conservation actions, etc.

Ecosystem approach and the mechanics of the evaluation: In the report writing stage, the duplication and in some cases contradictions between the three main categories (biodiversity, ecotourism and community wellbeing) became more apparent. For example, the Rayan Lakes have biodiversity values, ecotourism values and local community well-being values (socio-economic). While it was useful during the workshop to consider the values separately so that they receive specific attention (one element is not overshadowed by another), they are all part of the same ecosystem, people included (a principle of the ecosystem approach). In treating the three distinct, but related values, separately, there is risk of failure to integrate across the three. It was found that a set of indicator ratings for one value could be different for another. For example higher visitor use at the Rayan Lakes would normally indicate higher economic benefits, however this

would be at odds with a similar social indicator where low use could indicate higher quality experience, or a biodiversity indicator where use must be considered in the context of carrying capacity (sustainability criteria). Accordingly, there is a need to examine the indicators from these multiple perspectives; this is the essence of the ecosystem approach. Neither maximum nor minimum use can be an acceptable indicator for the three circumstances; rather, an optimum level of use, in line with the site's carrying capacity, would need to be found to determine a suitable basis for the economic, social and biodiversity values at this one site.

This has an effect on workshop organization in terms of group assignments and group dynamics. Where in the first approach the groups would organize around the three categories (biodiversity, ecotourism, community wellbeing) according to their educational and professional backgrounds, it would now be necessary to have integrated teams. While this too speaks to the ecosystem approach and has clear longer term advantages, it means that the immediate term discussions may become less relevant for all the staff involved. This is a practical problem because people lose interest and disengage or leave. In addition, there is a need to have disciplinary specialists working together to ensure technically sound and accurate indicators. One solution is to implement a multi-stage process whereby the groups initially organize around the three main categories (that are more disciplinary in focus) and then after, move into a process of integration.

The question arises, is it possible to integrate the worksheets and the workshop process along interdisciplinary lines and still keep the process manageable? An examination of this suggested that the worksheets and discussions would become too complicated. Each of the three categories have there particular elements that need to be examined and considered. Therefore, it becomes the job of the write-up team afterwards to ensure integration and analysis in a holistic context, in keeping with the principles of the ecosystem approach. Overall, this process takes much more time than that available during the workshops, and suggests a need for an ongoing program related to monitoring, specifically, monitoring and indicator design and data collection.

THE WAY FORWARD: RECOMMENDATIONS

Management effectiveness evaluation is a relatively sophisticated management tool. The method tested and described here requires staff with specialized skills and an institutional environment that supports critical assessment. Will management evaluations continue to be implemented on an ongoing basis to assess changes over time? Will the information be used to inform decisions? What will be the long-term results of carrying out evaluations? To realize the benefits, the foundations of management effectiveness must be constructed. These include:

Human Capacity

Ensuring effective management is the cornerstone of any successful business or other entity. Monitoring is the cornerstone in this work and at the present time, the NCS has insufficient technical capacity in this area. It is recommended that:

- A national programme office should be established to manage and conduct effectiveness evaluations, including the technical design of indicators. Accordingly, there should be very

close collaboration with the management planning and business planning units, and those involved in biodiversity monitoring and data management. This programme office should be responsible for setting national guidelines to meet international technical standards, conducting training and reviewing site level evaluations. It should coordinate a national 'monitoring and measures team' with representatives from protected areas. The national office would coordinate implementation of the evaluation cycle, and initially facilitate site level evaluations. As capacity in the organization grows, a roster of experienced management effectiveness facilitators can be established and be called upon to facilitate local evaluations. The management effectiveness procedure recommended in this report, following testing at four sites, has strong connections to management planning[2]. Indeed, the processes can be carefully aligned and even merged to form a single, reinforcing process. As demonstrated through the site level test sites, the method is participatory in nature and serves well to engage staff and others in the planning process.

- At the protected area level, a senior level position of monitoring and management effectiveness coordinator should be established, and where warranted, a support unit established. This position should coordinate all aspects of monitoring design, including identifying suitable indicators for the protected area's key values that are associated with studying and reporting on effective management.

Organizational Culture: An Enabling Environment for Critical Evaluation

Research has shown that the organizations engaged in assessment and reporting are more likely to have the organizational culture necessary to support evaluation, including sharing information and engaging clients and other stakeholders (Paleczny and Russell 2006c). They seek continuous improvement and, because assessment and reporting activity benefits their organizations in many ways, they see it as worthwhile expenditure and investment. Accordingly, the Nature Conservation Sector should aim to:

- Establish the organizational capacity with sufficient funding to support monitoring and evaluation activities.

- Establish policies and directives to encourage external participation and information sharing.

- Commit to a programme, for example by establishing a legal decree for mandatory reporting (e.g., every 5 years).

- Establish incentives for protected areas that take initiative in conducting evaluations and active monitoring programmes.

Technical Improvements

Many organizations face widespread challenges, particularly with the collection of sufficient data and the management of information. Participatory approaches have been found to be important in addressing shortcomings in data collection, monitoring for stressors and condition of protected areas, conduct of research and the reviewing of reports (Paleczny and Russell 2006c). Therefore:

---

[2] The elements of Conservation Action Planning process are integrated here (TNC 2000).

- Applied research programmes with universities and other technical institutions should be strengthened. There is a large need to study potential indicators (social, economic, natural) and to devise appropriate ratings.

- In support of this, an annual research forum should be convened, where academic, government and technical NGOs come together to present their research results. In countries such as Canada, this has had the effect of stimulating more applied research, more cooperation between the parties and also providing venues for graduate and doctoral students to engage. This stimulates greater capacity and an effective technical network.

Further examination and rationalization of indicators and ratings is needed by each protected area. This can be improved by: (1) developing monitoring and reporting protocols for each indicator (2) identifying potentially good indicators that require more research to establish the parameters and monitoring protocols (3) giving priority to data collection activities (4) undertaking regular reporting, including comparisons of changing conditions over time.

Management Plans and other Planning Tools

The old adage, *'if you don't where you're going, it doesn't matter how you get* there' is relevant here. The management plan, secondary plans and the critically important annual work plan are key tools that underpin effective management, and are part of the basic management cycle (see diagram). In Egypt where levels of funding are insufficient, very detailed and action-oriented plans are likely not appropriate. Rather, a more flexible system is recommended, as follows, with checks and balances to improve implementation, accountability and overall effectiveness:

- A concise management plan, developed through thorough discussions with stakeholders and local communities should provide the overall policy for the protected area--the long term vision, objectives, zoning and key strategies. The method tested here, and consistent with the Conservation Action Planning approach (TNC 2000) provides a suitable participatory approach for establishing the plan, and grounding the design of indicators in the context of planning. Accordingly, it is recommended that the existing management planning guidelines be reviewed.

- Where more detailed guidance or direction is needed, secondary plans can be prepared. These may include business plans, operating plans for high use areas, ecosystem management plans, species rehabilitation plans, etc. Environmental impact assessments can be included in this group.

- Annual work plans are critically important to translate the management plan strategies and secondary plans into action. The argument that a work plan is not necessary 'because there's no money' is flawed logic: this should be cause to plan carefully and to evaluate effectiveness carefully! Donors and sponsors need such information and assurance of effectiveness.

- The protected area should file an annual report and include an assessment of implementation of the annual work plan and the management plan. The method used in

the management effectiveness evaluations to asses plan implementation should be used. This evaluation is basis for adjusting and improving programmes.

Protected Area Management Cycle
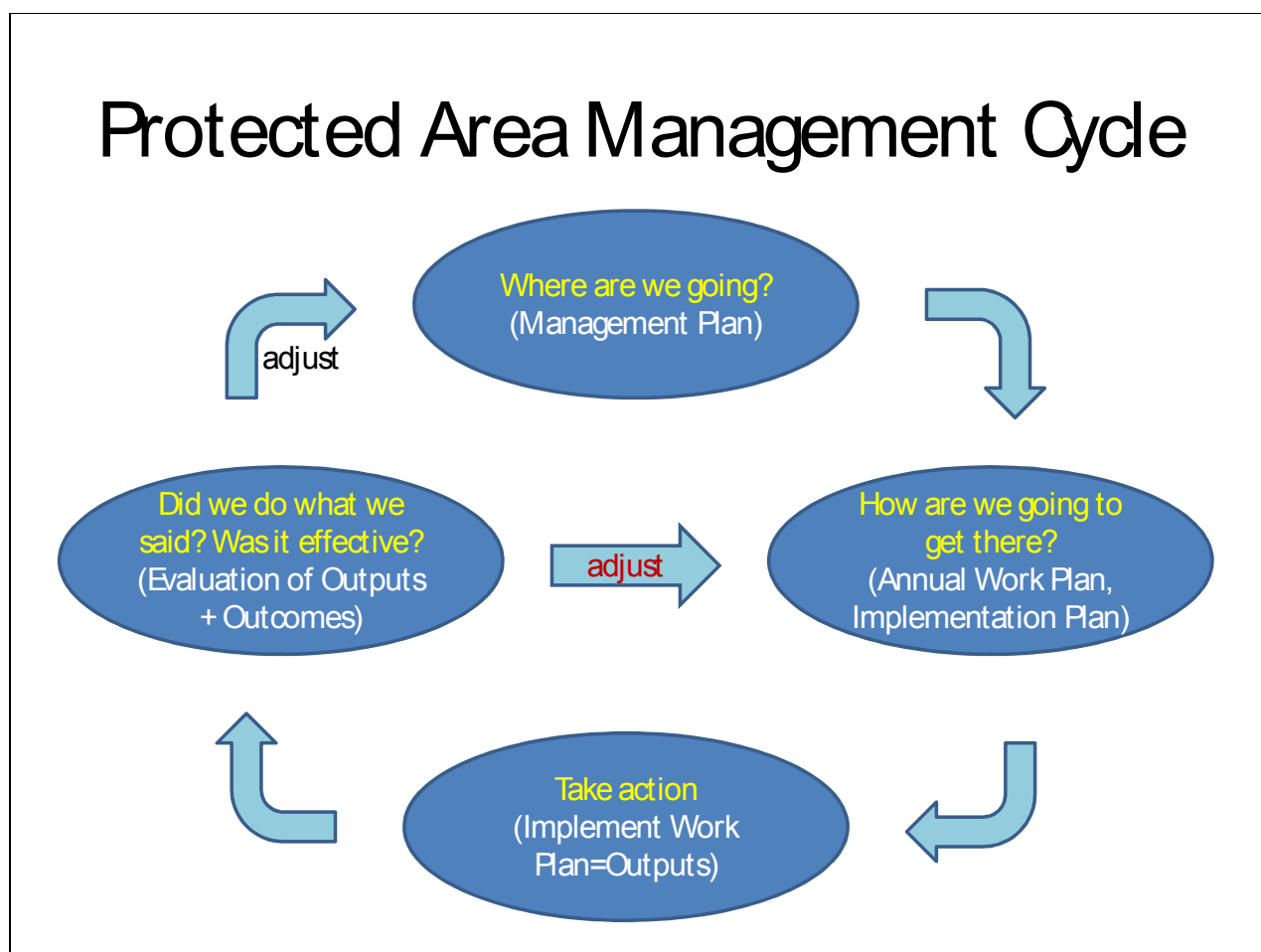
Participation, Collaboration, Communication

Overall, the most important challenge facing Egypt's ability to implement a management effectiveness programme has to do with capacity. A strategy of collaboration and participation is recommended:

> "Organizations can expect to reap greater benefits from enhanced participation in reporting processes. Though consultation and collaboration among partners may be challenging in the short term, participatory assessment and reporting are likely to be more sustainable in the longer term and will result in more robust, relevant and credible end-products. This enhanced assessment and reporting is then more likely to lead to greater acceptance and use of conservation information, and improved outcomes for environmental management and sustainable development." (Paleczny and Russell 2006c)

Closely associated with this is the need for communications and information sharing. In the end, effective communications arises through participation:

"An assessment and reporting system may speak to salient policy issues, meet the most rigorous scientific standards, and represent the real and legitimate views of stakeholders, but yet still fail to make a differences if its findings are not brought to the attention of target audiences. … it is no longer sufficient to assume that uncovering the scientific truth will automatically lead to awareness of findings. … decision making is increasingly characterized by information overload and competition for attention. Awareness needs to be addressed through focused communications strategies integrated into the overall assessment and reporting program. This is not limited to an advertisement of findings and products of the assessment; in fact, awareness has to be built through the entire assessment process when producers and potential audiences interact." (Pinter 2002, 21-22)

The national programme office for management effectiveness, recommended earlier, requires a communications specialist to focus on this element.

Workshop Process

It is recommended that the workshop approach continue to be used, as this provides a valuable training and awareness opportunity for site staff, and others that should be involved. Upon completion and evaluation of the workshops, the following keys steps in the revised process are recommended:

1. Conduct the stakeholder, local community and visitor surveys prior to the evaluation workshop so that results can be presented at the beginning of the workshop and be available for use during the workshop. This initial presentation would provide a good venue for some local community and stakeholder participants to attend and to engage in discussions. Where possible and appropriate, stakeholders, local community members, technical or academic colleagues could be invited to attend all or any part of the workshop.

2. Have protected area staff complete the worksheet on the status of management plan objectives and actions prior to the workshop so that external facilitators have this information prior to the workshop. Where there is no management plan for the protected area, at least one completed annual work plan and evaluation of implementation should be completed and sent to evaluators.

3. Carry out a five-day evaluation workshop to identify and study the primary values of the protected area, analyse and map threats, develop status indicators for the respective values, and plan actions. As part of the assessment, include consideration of cultural heritage resources. Some protected areas have significant resources under their care.

4. Facilitators, with the participation of a local staff member, should write up the report (draft) and send back to PA staff for review and comment.

5. Conduct a second workshop (two days) with select staff and external groups (stakeholders, local community, academic, technical) to review the draft report and recommended actions.

6. Then, update the report and share the results with NCS/EEAA staff and senior managers for a final round of discussion.

7. Communicate the results by:

- Sending a two-page summary of results to stakeholders, advocates, partners, participants, etc.

- Posting the report and summary on the internet.

- Sending copies and a complete file to the protected area for their records and use.

8. Following the formal evaluation period, and on an ongoing basis, the protected area should continue to have meetings/discussions with stakeholders and communities on specific topics (discuss their problems and possible solutions, ways to cooperate, threats, proposed actions that are relevant to the stakeholder).

9. For specific topics, invite scientific/technical review, either through email or a meeting. The report should include a summary of data gaps and invite information and comments for improving indicators.

10. Implement the actions in the report, including:

   - The protected area needs to continue its work on preparing a detailed monitoring plan and indicators. Further rationalization and development of the indicators is needed.

   - Implement monitoring and approved indicators, and do ratings every year.

   - Integrate actions from the management effectiveness evaluation into the Annual Work Plan and Business Plan.

   - Update the Management Plan.

   - Provide guidelines for staff on how/when to follow up on management effectiveness.

REFERENCES

Ervin, J. (2003) WWF: Rapid Assessment and Priorization of Protected Area Management (RAPPAM) Methodology, WWF, Gland, Switzerland.

Fouda, Moustafa, John Grainger, Waheed Salama, Sherif Baha El Din, Dan Paleczny, Samy Zalat, Francis Gilbert (2006). *Management Effectiveness Evaluation of Egypt's Protected Area System.* Nature Conservation Sector, Egyptian Environmental Affairs Agency, Cairo.

Hockings, Marc, Sue Stolton and Nigel Dudley (2000). *Evaluating Effectiveness: A framework for assessing management of protected areas.* IUCN World Commission on Protected Areas and Cardiff University, Gland, Switzerland and Cardiff, UK, download from: www.iucn.org/themes/wcpa/pubs/pdfs/Evaluating_Effect.pdf.

Hockings, Marc, Jose Corrau, Nigel Dudley and Jeff Parrish (2004). *World Heritage Management Effectiveness Workbook, How to build monitoring, assessment and reporting systems to improve the management effectiveness of natural World Heritage sites.* Revised Edition, IUCN.

Hockings, Marc, Sue Stolton, Fiona Leverington, Nigel Dudley, Jose Corrau (2006). *Evaluating Effectiveness: A framework for assessing management of protected areas, 2nd edition.* IUCN World Commission on Protected Areas and Cardiff University, Gland, Switzerland and Cardiff, UK, download from: www.iucn.org/themes/wcpa/.

Jones, G (2005). 'Is the management plan achieving its objectives?' *In:* Worboys, G, Lockwood, M & De Lacy, T, *Protected Area Management. Principles and Practice*, Second edition, Oxford University Press.

IUCN-CMP. 2006. Unified Classification of Direct Threats, Version 1.0. IUCN, The World Conservation Union, CMP, Conservation Measures Partnership, www.iucn.org/themes/ssc/sis/classification.htm.

Paleczny, Dan (2006) (a) *Site Level Management Effectiveness Evaluations in Egyptian National Parks. Report #1. Scope: Objectives, Framework, Principles, Implementation.* (b) *Site Level Management Effectiveness Evaluations in Egyptian National Parks. Report #2. Scope: Integrated Planning, Evaluation and Implementation Process.* Nature Conservation Sector Capacity Building Project, IUCN, Egyptian-Italian Environmental Cooperation Programme, Cairo.

Paleczny, D.R. and S. Russell. 2006c. *Participatory approaches in protected areas assessment and reporting*. Pp. 87-96. In: Nelson, J.G., T. Nudds, M. Beveridge and B. Dempster [Editors]. *Proceedings of the Parks Research Forum of Ontario (PRFO) and Carolinian Canada Coalition (CCC) Annual General Meeting 2005: Protected Areas and Species and Ecosystems at Risk - Research and Planning Challenges.* Parks Research Forum of Ontario (PRFO), University of Waterloo: Waterloo, Ontario.

Pinter, Laszlo (2002) Making Global Integrated Environmental Assessment and Reporting Matter, PhD Thesis, University of Minnesota

Salzer, Dan, Doria Gordon, Jeff Baumgartner (2003). *Measuring Conservation Effectiveness: New Tools Workshop.* Joint TNC/CI science meeting, Duluth, Minnesota.

Shepherd, Gill 2004. *The Ecosystem Approach, Five Steps to Implementation.* IUCN, Commission Ecosystem Management, Gland and Cambridge.

Smith, R.D., and E. Maltby (2003). *Using the Ecosystem Approach to Implement the Convention on Biodiversity, Key Issues and Case Studies.* IUCN Gland and Cambridge.

The Nature Conservancy (2000). *The Five-S Framework for Site Conservation. A Practioner's Handbook for Site Conservation Planning and Measuring Conservation Success.* Volume 1, Second Edition.

United Nations Environment Programme (2000) Decisions Adopted by the Conference of Parties of the Convention on Biological Diversity Decision V/6 Ecosystem Approach. Secretariat on the Convention of Biological Diversity, Nairobi, 15-26 May, 2000.

United Nations Environment Programme (2001). *Ecosystem Approach, Secretariat on the Convention on Biological Diversity*, online: www.biodiv.org/programmes/cross-cutting/ecosystems.

APPENDICES

1. National RAPPAM Workshop

2. Powerpoint Training Presentation

3. Sample Workbook Used at Workshops (includes worksheets)

4. Guidelines for Administering Management Effectiveness Surveys

5. Questionnaire Surveys

6. Workshop Evaluations

APPENDIX 4. GUIDELINES FOR ADMINISTERING MANAGEMENT EFFECTIVENESS SURVEYS IN EGYPT NATIONAL PARKS

Overview:

A survey of stakeholders, local communities and visitors is part of the evaluation of management effectiveness for the protected area. The purpose of the survey is to obtain additional information and perspectives that may be similar to, or different from, those of staff. Both are useful to have.

For many protected areas, it will likely not be possible to carry out a survey that is statistically significant. Where this is possible, the results will be of greater value. However, even if the results are not statistically significant, it is helpful to obtain outside input. Often, our stakeholders, local communities and visitors don't have any other chance to offer their input. The protected area manager may also hold workshops or discussion groups with stakeholders and local community members to obtain their input.

Coordination of the Survey:

One person should be assigned the task of coordinating the survey. This will involve the following tasks (also refer to attached table):

1. Identify the target organizations, groups and individuals to complete the three surveys.
2. Assign staff to deliver and assist respondents in completing the survey.
3. Compile the surveys and track those completed.
4. Keep the paper copies organized in folders/binders for easy use.
5. Input data into the database, including summarizing the 'comments' field and coding the responses into logical categories.
6. Prepare graphs for each question to illustrate the results.
7. Provide the results to the NCS management effectiveness advisor (Khaled Allam).
8. Present the results at the management effectiveness workshop.

The survey should be initiated at least 4-6 weeks prior to the workshop. The survey coordinator should try to obtain wide geographic coverage from the various stakeholders, communities and visitors.

Implementation of the Survey:

In most cases, staff should stay with the person being surveyed to assist them with their questions, and also to bring the survey back (often if a survey is left behind, it is never completed). Surveys may also be sent by email, where this is possible and appropriate.

Some people can't read or write, so staff may read the questions and write the responses. However, staff may not complete the survey with their own responses; the responses must be only those of the person being surveyed.

Staff may not "lead" the person being surveyed toward a certain answer by giving them ideas for answers or suggesting a reply. It is very important to obtain an hest survey so that we can understand the true nature of what is going well and what is not. Then, with this information, we can find solutions to solve problems.

Data Management:

A person with skills in xcel or other database software is required for managing the data. These results should be properly stored for future review and evaluations, in future years.

Name of Protected Area: _____   Date: _____

Name of organization, group, individual, community	Type of Survey to be Completed (Stakeholder, Local community, Visitor)	Target (person to complete the survey, if known)	Staff Responsibility	Survey completed? (Yes, No)	Notes

APPENDIX 6. PARTICIPANT EVALUATION OF MANAGEMENT EFFECTIVENESS WORKSHOPS

<div dir="rtl">

تقييم للمشاركين فى ورشة العمل لتقييم فاعلية إدارة محمية

</div>

Ras Mohammed National Park   St Katherine Protectorate

Qaroun Protected Area   Wadi El-Rayan Protected Area

Introduction

As part of the testing phase of the site level management effectiveness project, an evaluation of the workshop process was carried out through a participant questionnaire. What are the qualities of a good Management Effectiveness Evaluation process or report?

To evaluate UNEP's Geo report and process Pinter (2002) used four criteria: relevance, credibility, legitimacy, and awareness. In addition to these criteria, practicality of the process was added, and the enhancement of collaborative management efforts was considered as part of the awareness criteria.

The following criteria were used to design the workshop evaluation questionnaire:

Practical

- The evaluation can be carried out by the staff (sufficient capacity of the right type)?
- A facilitator is important to guide the workshop participants?
- Survey tool works?
- The process is helpful to study problems and solutions and needs?
- What needs to be changed or improved?

Relevant

- The results will be helpful to staff?
- Staff have learned from the process?

Legitimate

- Staff have had an adequate chance to input?
- Stakeholders, community and visitors have had an adequate chance to input?

Awareness, collaboration, co-management

- The process or report involved participation by outside groups or individuals?
- The process has led to improved awareness, communications, collaboration or co-management with others (e.g., stakeholders, communities)?

For this report, an evaluation of the completed reports has not been completed. However, if done in the future, the following two criteria could be examined:

Relevant (useful)

- Suitable inputs to management planning result?
- Suitable inputs to work planning result?
- Suitable inputs to EIA result?

Credible

- The results are believable?
- The results are credible (e.g., data sources and references are documented)?

Participant Evaluation:

The following survey questions represent a total of 35 responses for RMNP (12), SKP (13) and QPA (10). A round-table discussion format was used to evaluate the WRPA workshop and these results are included in the appropriate places for comments.

1. The management effectiveness evaluation can be carried out by the staff?

1. يمكن إجراء عملية تقييم فاعلية الإدارة بواسطة أفراد المحمية؟

لا أوافق إطلاقا	لا أوافق	محايد	أوافق	أوافق تماما	لا يوجد رد
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	No reply
0	2	2	22	9	0
0	5.7%	5.7%	62.8%	25.7%	0

Comments: تعليق:

Seventeen comments were made:

- Six comments that staff are suitable because they are qualified, knowledgeable and close to resources and know the priorities of conservation, the values, uses, and the positive and negative aspects of work.
- Four comments supported the need for external facilitators.
- Three comments indicated a need for more external participation of the local community and stakeholders.
- One comment indicated the need for more participants; while another felt it is not necessary to involve all staff.
- One comment suggested that staff should develop a common language among them.
- One comment indicated that the evaluation will help all staff to avoid misunderstandings.
- One comment suggested that the low experience, low number of specialists and lack of training are obstacles to implement this ME evaluation.

2. A facilitator is important to guide the participants through the process.

2. وجود ا facilitator ضرورى لتوجيه المشاركين أثناء عملية التقييم

لا أوافق إطلاقا	لا أوافق	محايد	أوافق	أوافق تماما	لا يوجد رد
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	No reply
1	1	2	11	20	0
2.9%	2.9%	5.7%	31.4%	57.1%	0

تعليق: Comments:

Nine comments were made:

- Eight comments supported the need for external facilitators for several reasons, including:
    o Explaining concepts to improve participants' understanding (6)
    o To manage and direct the discussion and keep people on track (2).
- One comment indicated that the facilitator should be from the NCS staff, and another felt that the facilitator must give a brief to the staff before coming to avoid any problems of working and to save their time.

3. The survey of stakeholders, communities and visitors is useful to help understand their perspective about the protected area.

3. المسوح المتعلقة بالجهات ذات الصلة والمجتمعات المحلية والزائرين نافعة للمساعدة على فهم منظورهم تجاه المحمية

لا أوافق إطلاقا	لا أوافق	محايد	أوافق	أوافق تماما	لا يوجد رد
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	No reply
1	2	1	10	21	0
2.9%	5.7%	2.9%	28.6%	60.0%	0

تعليق: Comments:

Twenty-four comments were made:

- The surveys help with communications (six comments) by:

- o Helping to know opinions and views towards the protected area
- o They help in the protected area work
- o Protected area efforts may be directed totally to wrong way.
- o Closing a gap between the PA and the other stakeholders.
- o Raising the public awareness and increased the knowledge of local communities (2).
- o However, for the question "What does PA offer the local community?" some thought the PA will offer veterinary services and do all the things in the survey.
- Mechanics of undertaking the survey:
  - o A lot of these surveys should be done.
  - o Care should be taken to be accurate without driving to certain answers.
  - o Let the community and stakeholders know about the Q in advance of filling it out (2)
  - o Some of the questions in the quest need to be improved.
  - o Need someone to go before the workshop to train the staff on how to deal with the questions/questionnaire to be sure staff understand them, and how to deal with the data at end (2)
  - o Need participation of community and stakeholders in preparation of the questionnaire.
  - o One person was insulted by being contacted through a survey (should have more serious involvement in PA).
  - o Coordination of staff to implement the survey was good (who does what, where, when, how).
  - o Having staff do this as a survey is correct, rather than leaving the survey for people to fill out and return, as the survey will simply not get done.
  - o Some questions were not fully understood by visitors; need explanation.
  - o Some people didn't know anything about PA so the surveyors moved to other people that did.
- Three comments disagree because the community, stakeholder and even the staff don't understand the rules of the protected area.
- One comment agreed if the survey participants agree with the role of the protected area.

4. What methods would be suitable to get input from these groups?

٤. ما هى الطرق المناسبة للحصول على نتائج من مجموعات العمل فى عملية التقييم؟

Comments: تعليق:

Twenty-six comments were made:

- Sixteen comments support open discussion, meetings:
  - o Open discussion is good because it allows the ideas of each member to be clarified and examined from all points of view.
  - o Dividing into work groups enables effective participation.
  - o Meetings and workshops with stakeholders and community would be good.
- Five comments suggested that surveys are useful, including involving tourist guides.
- Five comments were made on improving the mechanics of the group work and open discussions:
  - o Each group can speak on his/her programs in the PA and the main problems.
  - o Doing presentation from one of the participants.
  - o Regulating groups and ensuring balance.
  - o Giving more time for discussion and comments.

o   Having a local staff member as part of the national implementation team.

5. The workshop process was helpful to study problems and solutions, and other needs.

<div dir="rtl">

5. عملية ورشة العمل كانت نافعة لدراسة المشاكل والحلول والحاجات الأخرى

</div>

لا أوافق إطلاقا	لا أوافق	محايد	أوافق	أوافق تماما	لا يوجد رد
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	No reply
0	0	0	9	25	1
0	0	0	25.7%	71.4%	2.9%

Comments: تعليق:

Ten comments indicated support for the workshop:

- It examined the problems and solutions in a systematic/scientific way (3)
- Different opinions clarify several new points.
- How to determine the resources of the PA and the priority of things we should protect (2)
- Workshop should be done annually instead of the suggested five year cycle.
- Staff need to be able to implement the solutions coming out of the workshop. Staff are not capable of implementing.
- Successful because a large number of the PA staff participated.

6. How could the evaluation process be improved? كيف يمكن تحسين عملية التقييم؟ .6

Comments: تعليق:

29 comments were made.

- Allow more time (11) and improve overall organization (1).
- Improve attendance and participation:
    - o   Decision makers should attend and participate (3).
    - o   Increase number of participants; all staff should attend the whole workshop (2).
    - o   Logistics: some coming and going and not focused, schedules not followed; late arrivals.
    - o   Inform staff prior to workshop.
    - o   Have a local staff member in the evaluation team.
    - o   Involve participants from protectorates having similar situations.
    - o   Inform staff in advance of the workshop.
    - o   Each participant should write a separate report.
    - o   Staff should read the management plan before the workshop.
    - o   Improve explanation of the objectives, the meaning/aim of the evaluation.
    - o   Do the evaluation continuously, from time to time or annually (2).
    - o   Have more participation from some stakeholders and local communities.

- Process:
  - A good and useful evaluation process (3).
  - Need practical implementation of the evaluation process--don't stay inside; go out and practice.
  - Explain and implement the questionnaire before the workshop (2).
  - Have an implemented example that has been done.
- Technical:
  - Focus more on key attributes when talking about threats. Build actions according to the priorities.
  - Clarify the threat mapping process (how to think about stresses and underlying causes).
  - During workshop, there wasn't time to review all data sheets and indicators in detail. However, during write-up, problems with indicators did emerge, showing a need to provide a training module on establishing good indicators (qualities, needs, etc.).
  - Have more robust information and data about the natural resources in the protected area.

7. The results of the evaluation will be helpful to staff.

7. سوف تكون نتائج عملية التقييم نافعة لأفراد المحمية

لا أوافق إطلاقا	لا أوافق	محايد	أوافق	أوافق تماما	لا يوجد رد
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	No reply
0	0	1	14	20	0
0	0	2.9%	40.0%	57.1%	0

Comments: تعليق:

13 comments were made:

- It is focused on priority needs of the work (2).
  Everyone now knows about the other programs of the PA, which leads to cooperation.
- The evaluation helped everyone know the key values and goals of the PA (3).
- This is the beginning for the management plan which is one of the most important tools in the protectorate.
- Due to this workshop, I can determine any problem facing any one of the staff and deal with this problem.
- Helpful for those who have information and very helpful for those who don't have information.
- Bad financing stops any new improvements.
- Useful if we can implement it after.

8. I learned useful information or approaches from the process.

٨. لقد تعلمت اتجاهات ومعلومات نافعة من عملية التقييم

لا أوافق إطلاقا	لا أوافق	محايد	أوافق	أوافق تماما	لا يوجد رد
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	No reply
0	0	0	15	19	1
0	0	0	42.9%	54.3%	2.9%

Comment:

- Learned how to do define the problems, how to know the causes of the problems, how to put the actions and solutions for each problem, and how to put the desirable objective.
- Mapping of threats is important.

9. What did you like about the evaluation?   **٩. ما هو الشئ الذي أحببته فى عملية التقييم؟**

Comments: تعليق:

36 comments:

- Focus on the PA problems and threats, goals, other programmes and trying to find solutions (11)
- Open discussions and debates (9)
- Communication: between evaluators and staff, information sharing, democratic process, team work, increased vision for staff, listening and respecting others' opinions, friendly atmosphere (7)
- Determining the key values and the indicators (2)
- Emphasizing that the work should be well planned, importance of workplan (2)
- Knowing that monitoring must address management needs and should be continuous.
- Like to learn new information about the PA that I didn't know before.
- Good organization.
- Finding the indicators.
- Involvement of more staff through this exercise was good. Often it is focused on a few staff.

10. Staff have had an adequate chance to input to the evaluation of management effectiveness.   **١٠. أتيحت لأفراد المحمية فرصة طيبة لإثراء عملية تقييم فاعلية الإدارة**

لا أوافق إطلاقا	لا أوافق	محايد	أوافق	أوافق تماما	لا يوجد رد
Strongly	Disagree	Neutral	Agree	Strongly	No reply

disagree				Agree	
0	1	1	11	22	0
0	2.9%	2.9%	31.4%	62.9%	0

Comments: تعليق:

6 comments:

- Because of the variety of specialists/facilitators.
- The period were very short to enable full participation (2).
- Needs more logistics.
- Each ranger now knows programmes of other rangers.
- The staff did the evaluation according to their experience.

11. Stakeholders, community and visitors have had an adequate chance to input?

11. كان للجهات ذات الصلة، المجتمعات المحلية والزائرين فرصة طيبة للمشاركة بمدخلاتهم

لا أوافق إطلاقا	لا أوافق	محايد	أوافق	أوافق تماما	لا يوجد رد
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	No reply
1	2	9	13	7	3
2.9%	5.7%	25.7%	37.1%	20.0%	8.6%

Comments: تعليق:

13 comments

Agree/positive:

- Through the questionnaire, visitors provided new inputs (e.g., define threats) (3).
- It helped to find solutions to a lot of problems between the protected area and city council (3).
- Different point view in the ecological and economical aspects.
- If possible, have one day for stakeholders to present and discuss the things common between PA and stakeholders.
- This lead to hearing the distance between the stakeholders, community and PA.

Disagree:

- Many others should join the evaluation. All the persons applied the evaluation are guides.
- The answers to the surveys are not proper because the respondents are either afraid of the PA or they don't know the PA at all.
- Some stakeholders and visitors refused to cooperate in completing the questionnaire.

12. The evaluation of management effectiveness has led to improved awareness, communications, collaboration or co-management with others (e.g., stakeholders, communities).

12. قادت عملية تقييم فاعلية الإدارة إلى تحسين الوعى وتبادل الآراء والتعاون مع الآخرين (مثل الجهات ذات الصلة والمجتمعات المحلية)

لا أوافق إطلاقا	لا أوافق	محايد	أوافق	أوافق تماما	لا يوجد رد
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	No reply
1	3	9	11	7	4
2.9%	8.6%	25.7%	31.4%	20.0%	11.4%

Comments: تعليق:

Nine comments:

Agree:

- Through group discussions.
- Meeting with the head of city council gave a very effective output.
- Explained to the stakeholders the most important problems affecting the PA.

Disagree:

- Don't know yet (2).
- No others took part in MEE.
- Exchange of experience between the staff (not others) (2).

13. Overall, the evaluation of management effectiveness is a worthwhile exercise for protected areas staff.

13. كانت عملية تقييم فاعلية الإدارة فى مجملها تمرين جدير باهتمام أفراد المحمية

لا أوافق إطلاقا	لا أوافق	محايد	أوافق	أوافق تماما	لا يوجد رد
Strongly	Disagree	Neutral	Agree	Strongly	No reply

disagree				Agree	
0	0	0	8	27	0
0	0	0	22.9%	77.1%	0

Comments: :تعليق

Agree:

- Important to establish the strategy of the protectorate management.
- It was a good training and needs to have a certificate.
- It was our first training in this topic.
- Discussing the ideas.

Disagree:

- More attention is required from all concerned groups in the NCS and protectorates.
- It needs one week at least.
- Because it means more work and need to have a free and open discussion.

Summary

As a result of the workshop evaluations, after each session, improvements were made to the processes and materials, such as:

- Worksheets were translated and updated.
- Efforts were made to undertake the survey and summary of results prior to the workshop, and to tailor the questions for the circumstance (challenges in this area).
- A summary of the national RAPPAM results was prepared for each protected area and included in the workshop workbook and the report.
- An introductory presentation (English and Arabic) on the whole topic was prepared, with linkages to the national RAPPAM and the initial WRPA case study as an example (appendix 2).
- A short 'training' presentation on each key stage such as threat mapping and indicators was done during the workshop.
- An agenda was prepared in advance of the workshops and sent to local managers, along with the workbook so that they could inform staff accordingly.
- Arising from the first workshop, a standard workshop participant evaluation sheet was prepared in English and Arabic and implemented (this appendix).
- Headquarters management were briefed from time to time on progress.
- A guideline for survey administration and data management was prepared (appendix 5).