

World Parks Congress Evaluation

Individual Workshop Stream Evaluation Reports

Workshop VI: Building a Secure Financial Future

Prepared by IUCN and
Universal Management Group

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A c r o n y m s

AP	Areas Protegidas / Aires Protégées (PA in English)
IUCN	The World Conservation Union
NGO	Non-Governmental Organization
PA	Protected Area
WCPA	World Commission on Protected Areas
WPC	World Parks Congress

Contents

1. Introduction	1
2. Overall Workshop Evaluation Results	2
2.1 Overview of Workshop Streams	2
3. Specific Workshop Evaluation Results for Workshop Stream VI	10
3.1 Workshop VI Objectives	10
3.2 Workshop VI Cross-Cutting Themes	11
3.3 Profile of Workshop Stream VI Participants	12
4. Short Course Results	15
4.1 Business Plan Development	15
4.2 Economic Valuation	16
4.3 Conservation Finance Tools and Capacity Building	18

Exhibits

Exhibit 2.1 Attendance to Workshop Stream	2
Exhibit 2.2 Organization of the Workshop Streams	3
Exhibit 2.3 Simultaneous Breakout Sessions	3
Exhibit 2.4 Workshop Objectives	4
Exhibit 2.5 Workshop Contents	4
Exhibit 2.6 Key Issues in Workshop Stream	5
Exhibit 2.7 Workshop Effectiveness in Identifying Key Challenges and Issues	5
Exhibit 2.8 Level of Debate to Address Key Issues	5
Exhibit 2.9 Workshop Stream Recommendations' Effectiveness in Addressing Key Issues	5
Exhibit 2.10 Effectively Chaired Workshops	6
Exhibit 2.11 Resource Person Contributions	6
Exhibit 2.12 Knowledge of Topics Discussed	6
Exhibit 2.13 Workshop Relevance	6
Exhibit 2.14 Knowledge Usefulness for my Organization	7
Exhibit 2.15 Networking Opportunities	7
Exhibit 2.16 Contributions to the Durban Accord and Action Plan	8
Exhibit 2.17 Contributions to the Convention on Biological Diversity	8
Exhibit 2.18 Contributions to the Advancement of the Protected Areas Agenda	9
Exhibit 2.19 Meeting Expectations	9
Exhibit 2.20 Added Value to the World Parks Congress	9

Exhibit 3.1	Challenges of Developing Sustainable Financial Solutions	10
Exhibit 3.2	Opportunities of Developing Sustainable Financial Solutions	10
Exhibit 3.3	Developing a Business-Like Approach	11
Exhibit 3.4	Securing New and Additional Funding	11
Exhibit 3.5	Business Best Practice	11
Exhibit 3.6	Policy and Economic Drivers	11
Exhibit 3.7	Innovative Community-Based Initiatives	12
Exhibit 3.8	Mechanisms for Sharing Revenues	12
Exhibit 3.9	Equity in Protected Area Funding	12
Exhibit 3.10	Sustainable Financing Through Tourism	12
Exhibit 3.11	Sex Ratio of Workshop Participants	13
Exhibit 3.12	Affiliation of Workshop Participants	13
Exhibit 3.13	Protected Area versus Non-Protected Area Professionals	13
Exhibit 3.14	WCPA Regional Representation of Workshop Participants	13
Exhibit 3.15	Level of Attendance	13
Exhibit 3.16	Sessions / Working Groups Attended	14

1. Introduction

Seven major Workshop Streams and their associated sub-sessions provided a major part of the substantive technical discussions at the World Parks Congress in Durban in September 2003. For three full days close to 2,800 participants attended seven major workshop streams and the many associated sub-sessions and short courses. The streams were:

- Workshop Stream I: Linkages in the Landscape & Seascape
- Workshop Stream II: Building Broader Support for Protected Areas
- Workshop Stream III: Governance of Protected Areas
- Workshop Stream IV: Developing the Capacity to Manage Protected Areas
- Workshop Stream V: Evaluating Management Effectiveness
- Workshop Stream VI: Building a Secure Financial Future
- Workshop Stream VII: Building Comprehensive Protected Area Systems

Issues related to three cross cutting themes - Marine Protected Areas, World Heritage and Communities and Equity - were integrated into each workshop stream.

General feedback on the effectiveness of the workshops streams was obtained through the overall Congress evaluation questionnaire and from interviews with participants. Detailed feedback on the profile of workshop participants and on their perceptions of how well the workshops addressed their objectives was obtained from evaluation questionnaires administered in each workshop stream as well as most of their associated short courses.

A summary of the evaluation results for each workshop stream appears in the overall Evaluation report. This report contains both the summary of overall workshop evaluation results (Section One) as well as the complete evaluation results for Workshop Stream VI: Building a Secure Financial Future (Section Two) and the results of the Short Course evaluation associated with that workshop stream (Section Three).

This detailed report is provided mainly for use by the respective Workshop Stream Leaders and associated managers and organizers who may find the complete data analysis useful in reflecting on how well they met their objectives and what improvements they might wish to make for future Congress workshops.

Section One: Overall Workshop Evaluation Results

Section Two: Specific Workshop Evaluation Results for Workshop Stream VI: Building a Secure Financial Future

Section Three: Short Course Evaluation:

- Business Plan Development
- Economic Valuation
- Conservation Finance Tools and Capacity Building

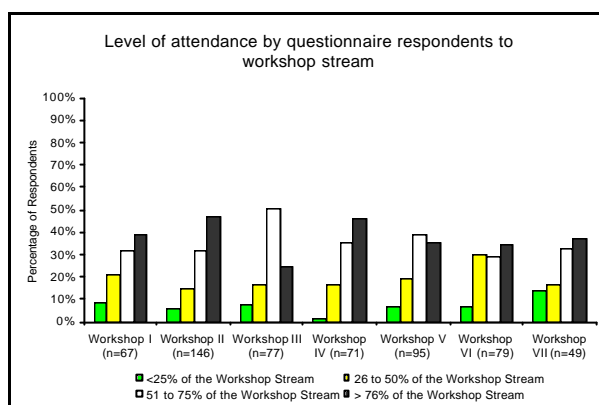
2. Overall Workshop Evaluation Results

This section reports on the overall effectiveness of the workshop streams. In all, there were seven workshop streams with multiple breakout sessions¹.

- Workshop Stream I: Linkages in the Landscape & Seascape
- Workshop Stream II: Building Broader Support for Protected Areas
- Workshop Stream III: Governance of Protected Areas
- Workshop Stream IV: Developing the Capacity to Manage Protected Areas
- Workshop Stream V: Evaluating Management Effectiveness
- Workshop Stream VI: Building a Secure Financial Future
- Workshop Stream VII: Building Comprehensive Protected Area Systems

Two thirds of questionnaire respondents indicated that they had attended 50% or more of the workshop stream for which they completed a questionnaire. Overall attendance to the workshop streams above the 50% threshold varied between 63% (Workshop Stream VI Building a Secure Financial Future) and 82% (Workshop Stream IV Developing the Capacity to Manage Protected Areas) (see Exhibit 2.1). Consequently, the findings presented herein are deemed representative of the general perspectives expressed by the most active participants.

Exhibit 2.1 Attendance to Workshop Stream



2.1 Overview of Workshop Streams

Finding 1: While workshop streams were strongly perceived as being well organized, respondents indicated that major improvements could have been made in terms of the venue location as well as in the coordination and focus of the breakout sessions.

Notwithstanding marginal differences between the workshops, all streams were strongly perceived as being well organized by attending participants (see Exhibit 2.2). Workshops V (Management Effectiveness) and VI (Building a Secure Financial Future) attained the highest rating (95% and 92% respectively) while Workshop I (Linkages in the Landscape and Seascape) obtained a rating of 82%, which suggests relatively minor differences between the workshops.

Organization of the Workshops

“Comprehensive coverage with absolutely first rate management and preparation.”

“Bonne infrastructure et bonne organisation d’ensemble.” (Good infrastructure and good organization on the whole.)

“Reflexionar sobre gestion.” (Thinking about management)

“Well organized and professionally prepared.”

“Wide coverage issues, good preparation and management.”

“Very well structured.”

While close to three-quarters of all respondents indicated that the use of simultaneous breakout sessions to address major issues was effective (see Exhibit 2.3), comments noted in areas for improvement suggest that there is a need for better coordination and focus between the breakout sessions in order to reduce overlap and improve the achievement of results. The majority of respondents felt that a more focused Agenda with fewer breakout sessions and/or presentations would provide more time for in-depth discussion and debate as well as promote greater participation.

¹ The extent to which, individual workshop objectives were met and how well cross-cutting themes were addressed is explored in section six of this report.

Moreover, survey respondents showed mixed responses regarding the availability of pre-workshop materials. In some cases (Streams III Governance, IV Developing Capacity & V Management Effectiveness), 68% to 71% of respondents felt there were adequate materials to prepare for the workshops, but in other cases (Workshops VI Secure Financial Future and VII Building Comprehensive PA Systems), as few as 31% to 40% of respondents reached the same conclusion.

Exhibit 2.2 Organization of the Workshop Streams

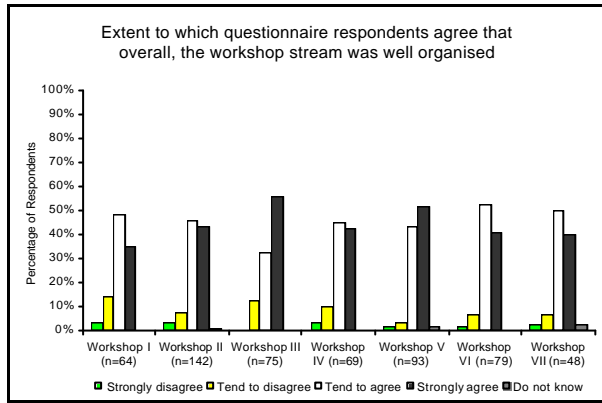
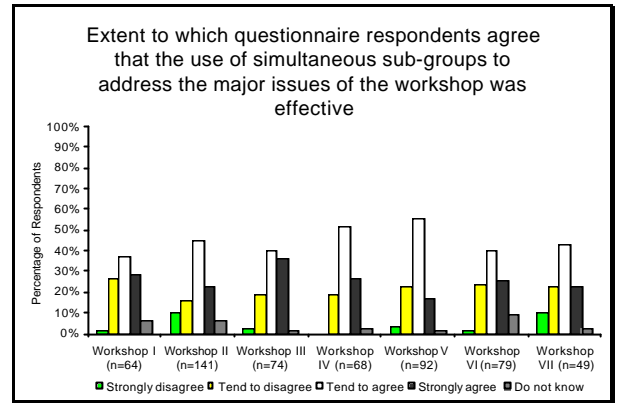


Exhibit 2.3 Simultaneous Breakout Sessions



The One Major Improvement I Would Make to the Workshop I Attended Is

“Fewer presentations – more interactive debate and discussions.”

“Do not step down to so many small subgroups. While all were interesting, there were too many small subgroups to be cost-effective and work effective for presenters.”

“Limit the number of parallel categories and put more time for open discussions on specific points.”

“Too many parallel sessions with similar topics.”

“Make sub-group presentations more consistent with one another.”

“Too many workshops, which overlap same issues.”

“Need better facilities to conduct sessions. These facilities were barely passable. It was difficult to hear and there were frequent disturbances from adjacent sessions.”

On average, more than half of respondents tended to agree that facilities were suitable for workshop activities. However, survey comments reveal that the most significant weakness of the workshop streams attended was the poor quality of the workshop rooms (too noisy, some too small, fixed chairs inappropriate, some too big) and lack of translation facilities. Similarly, improvement to the quality of the venue used to host the workshops was one of the three most important improvements suggested by participants.

The workshop streams were perceived by workshop participants as having clear objectives and thorough contents in terms of issues and topics to be covered. However, concerns were raised regarding the depth at which issues were explored and how well these issues were debated and discussed during the workshops.

Three-quarters to 90% of questionnaire respondents indicated that the workshop stream they attended provided clear objectives to guide their activities and moreover, the same proportion of respondents felt that the contents were likewise thorough and complete (see Exhibit 2.4 and Exhibit 2.5). Similarly, more than three-quarters of survey respondents indicated that the workshop materials made available in each individual stream were useful to participants.

More than three-quarters of workshop questionnaire respondents indicated that key issues and lessons learned were well articulated in their respective workshop stream (see Exhibit 2.6). Similarly, over 80% observed that the workshop stream(s) they attended adequately identified key challenges and issues (see Exhibit 2.7), 30% indicated that the level of debate was adequate (see Exhibit 2.8), and another 40% tended to agree. Concern was raised by others that issues and lessons were not sufficiently addressed (see Exhibit 2.9).

Exhibit 2.4 Workshop Objectives

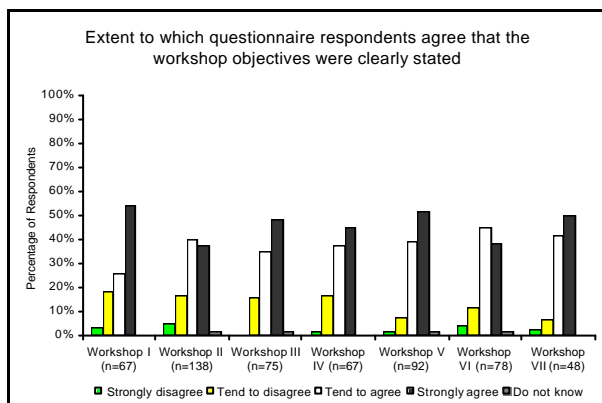
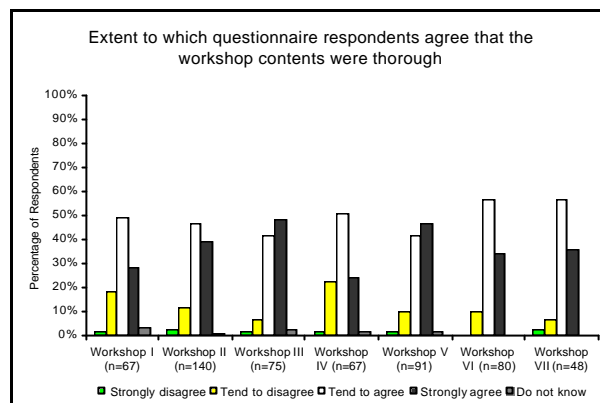


Exhibit 2.5 Workshop Contents



Among the most significant strengths of the workshop streams, respondents noted that they were successful in exploring new ideas, themes and issues while strengthening technical knowledge. Workshops were also attributed with having made contributions towards the advancement of knowledge and science of Protected Areas and for having raised the profile of Protected Areas issues.

While respondents were generally positive about the thoroughness of the workshop contents, the fourth most often stated weakness and/or area for improvement noted by respondents suggests that relevant issues were addressed superficially or too broadly. Comments collected from all the workshop questionnaires indicate that there was a lack of depth to the presentations and/or that important gaps were not addressed. Respondents indicated that improvements should be considered regarding the quality of the presentations and materials provided to ensure delivery of more substantive in-depth analysis and substantive content.

Further it was recommended that workshops should limit their focus to the most important themes and issues, with fewer presentations, more debate and discussion, improved facilitation and chairing, and fewer workshops/breakout sessions.

Significant Strength of the Workshop Attended

“Exposure to tools, training and demonstration sessions and lessons learned.”

“Quality of technical detail and substance.”

“New approaches to link landscape/seascape wider ecosystems.”

“Conocer el perfil del Nuevo administrado de AP.” (Got to know the new Protected Areas administrator)

“Obtained practical information/guidelines that can be used.”

Inadequate Depth of Workshop Streams

“Profundizar un poco mas en el tema de las lecciones aprendidas en el proceso, eso permitiría generar un poco mas de conocimiento sobre las experiencias que se presentan ya que muchas veces únicamente se presentan generalidades.” (Go a bit deeper into the theme of lessons learned, to generate a little more knowledge on experiences instead hearing only generalities in many presentations)

“Fewer subgroups/workshops would enable one to focus better.”

“Mejorar el resultado del taller al enunciar adecuadamente los objetivos.” (Improve the results of workshops by announcing the objectives adequately)

“Less presentations. Presentations better prepared and focused.”

“Presentations general, little specifics or hard evidence.”

“Dilucion de buenos ideas.” (Dilution of good ideas)

Exhibit 2.6 Key Issues in Workshop Stream

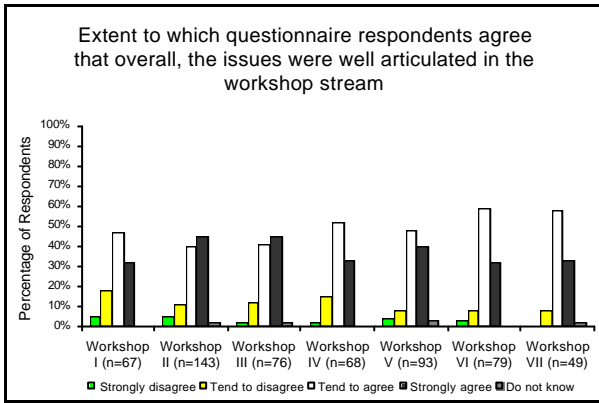


Exhibit 2.7 Workshop Effectiveness in Identifying Key Challenges and Issues

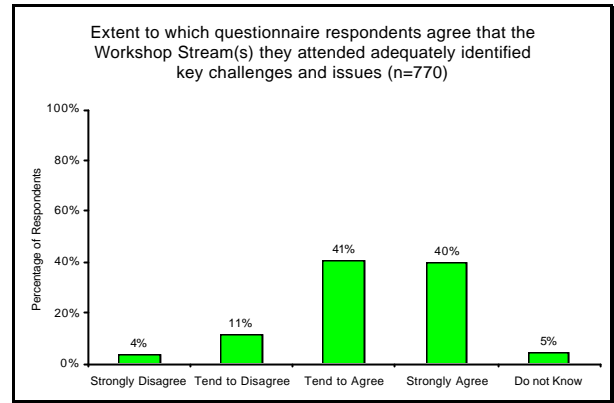


Exhibit 2.8 Level of Debate to Address Key Issues

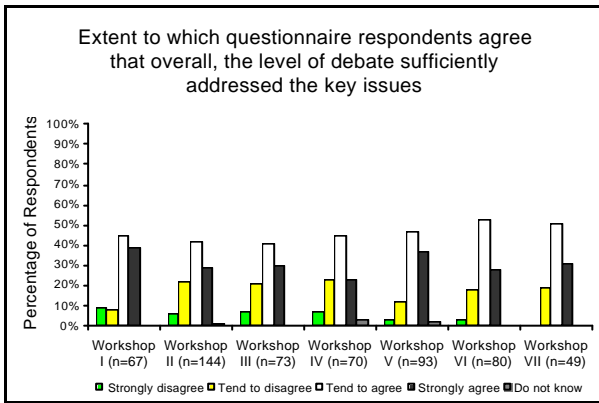
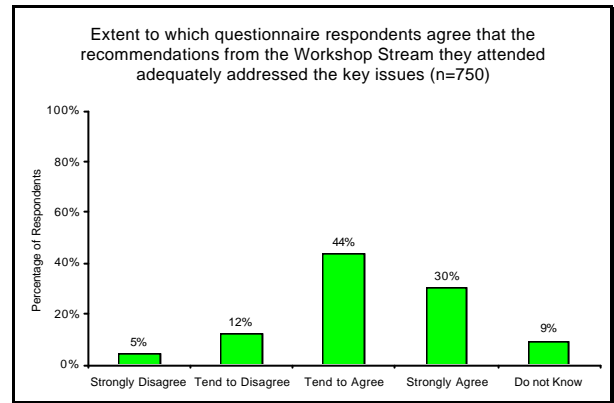


Exhibit 2.9 Workshop Stream Recommendations' Effectiveness in Addressing Key Issues



The most significant weakness noted by questionnaire respondents as well the single most important improvement they would make related to the lack of discussion and debate in the workshops. The majority of comments noted that the sessions were either inappropriately facilitated to foster the exchange of ideas or that time was poorly managed.

Lack of Debate and Discussion

- “Participants should be allowed to comment and ask questions at the end of each presentations.”
- “No adequate time to discuss presentations.”
- “Workshops often did not allow time for rebuttal or discussion. We were often asked only for one key comment or recommendation rather than being able to discuss case studies and issues among the group.”
- “Ampliar las discusiones, porque de lo contrario quedar cases obturas.” (Widen the discussions, with contrasting case studies)
- “Too many presentations and too little time for discussions.”
- “Time constraints for in-depth study and understanding of so many important and relevant issues.”
- “Need to hear more experience from the audience to analyze issues and implications more carefully.”

Finding 2: Overall workshop streams were effectively chaired and relevant resource persons were able to constructively contribute to the debates, however some improvements were suggested.

Over three-quarters of questionnaire respondents agreed or tended to agree that workshops were either effectively chaired (see Exhibit 2.10) or that resource persons associated with each workshops (subgroup chairs, co-chairs and presenters) were able to constructively contribute to the workshop debates (see Exhibit 2.11). While the quality of presenters (competence, expertise and experience) was recognized as being one of the most significant strengths of the workshop streams, a concern was noted by participants that improvements could be made. Some respondents commented that chairs and facilitators lacked appropriate skills or abilities to manage sessions, facilitate discussions and use time efficiently.

Exhibit 2.10 Effectively Chaired Workshops

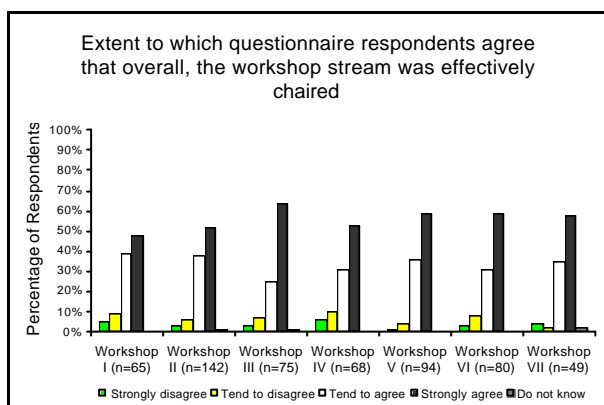
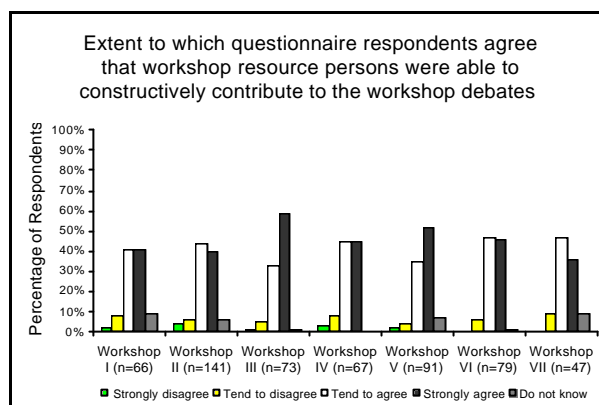


Exhibit 2.11 Resource Person Contributions



Finding 3: The workshop streams were perceived as being directly relevant to the work of respondents: the workshops were successful in enhancing the knowledge of respondents on key issues as well as in providing skills that would be useful to their organizations.

On average², over 90% of survey respondents indicated that the workshop they attended had enhanced their knowledge and understanding of the topics discussed (see Exhibit 2.12), that the stream issues were directly relevant to their work (see Exhibit 2.13) and that the knowledge and skills gained would be useful to their respective organizations (see Exhibit 2.14).

Exhibit 2.12 Knowledge of Topics Discussed

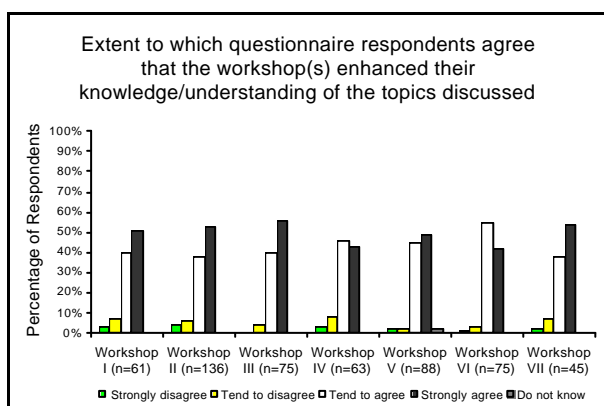
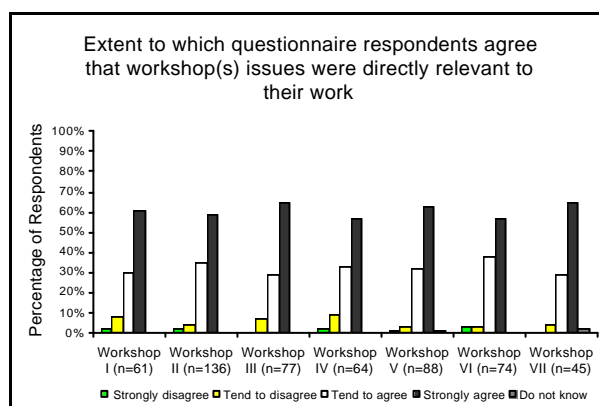


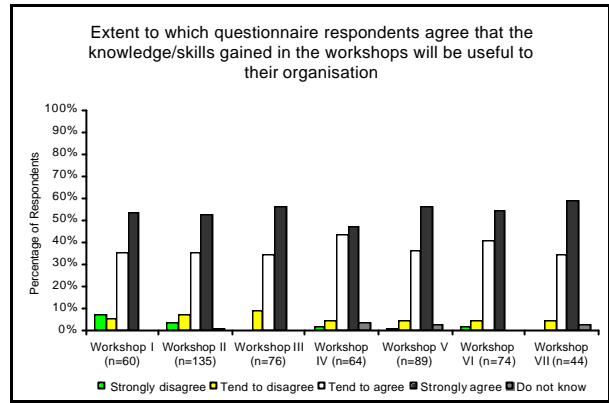
Exhibit 2.13 Workshop Relevance



² Average based on responses from the seven workshop streams. The lowest value noted was 86% and the highest was 96%.

As noted earlier, the effectiveness of the workshops in providing new insights on relevant topics was the second most significant strength noted by respondents. Survey responses further indicate that workshops were successful in advancing the level of knowledge on the topics discussed as well as on raising the profile of issues and in setting directions. Similarly, respondents also indicated that the workshops had provided participants with relevant and practical application. Sample statements relating to these observations are noted in the textbox below.

Exhibit 2.14 Knowledge Usefulness for my Organization



Usefulness of Workshop Stream

“New approaches to link landscape/seascape.”

“Quality of technical details and substance.”

“Conocer muchas experiencias de paises y como solucionar sus problemas.” (Learned of many countries’ experiences and how they have solved their problems)

“Practical solutions presented.”

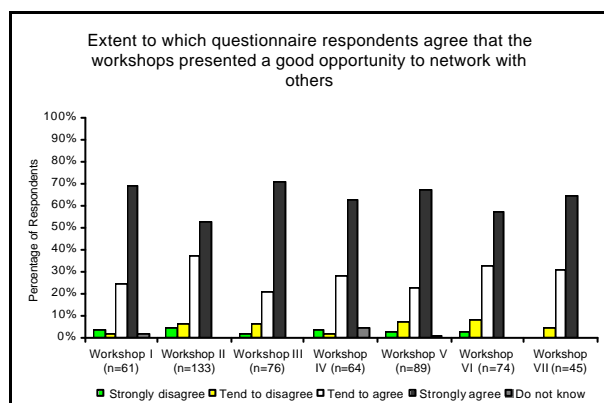
“Presentation of best practices and experiences from countries all over the world.”

“Various topics such as: “case studies,” “lessons learned,” “finance tools,” “management effectiveness,” “ecological integrity,” etc.”

Finding 4: The workshop streams were highly effective in providing networking opportunities to participants.

More than 89% of all questionnaire respondents indicated that the workshop they attended provided a good opportunity to network with others (see Exhibit 2.15). The richness and diversity of participants and the resulting wealth of knowledge and experience that was brought to bear in the workshop sessions, proved to be the most significant strength of the workshop streams according to the respondents

Exhibit 2.15 Networking Opportunities



The Most Significant Strength of the Workshops

“High number of experiences from all over the world presented.”

“Networking and understanding what other areas are doing.”

“Allowed me to establish contact with a strong approach useful to my organization.”

“The number of experts and parishioners who were pulled together to share experiences and forge new directions.”

“Bringing the global community to share experiences.”

“La forte mobilisation de tous les acteurs concernés par la conservation de la nature et de la biodiversité.” (All the actors concerned with the conservation of nature and biodiversity were strongly motivated)

“The opportunity to hear other experiences and listen to how people in other countries and Protected Areas are dealing with issues we work on.”

Workshop stream contributions towards the advancement of the Protected Areas Agenda as well as the Outputs of the World Parks Congress were perceived as being potentially significant.

While the extent to which workshop streams were able to make contributions to the WPC Outputs and the advancement of the Protected Areas Agenda was perceived as being potentially significant by more than two thirds of survey respondents, some wide variances were noted between the different workshops. When asked whether or not the workshop stream represents a potentially significant contribution to the Durban Accord and Action Plan, a strong majority of respondents agreed with the statement and some notably so, such as in Workshop Stream VII Building Comprehensive Protected Areas (see Exhibit 2.16). Similar results were obtained for the contributions of the workshop streams towards the Convention on Biological Diversity (see Exhibit 2.17) and the advancement of the Protected Areas Agenda (see Exhibit 2.18).

Exhibit 2.16 Contributions to the Durban Accord and Action Plan

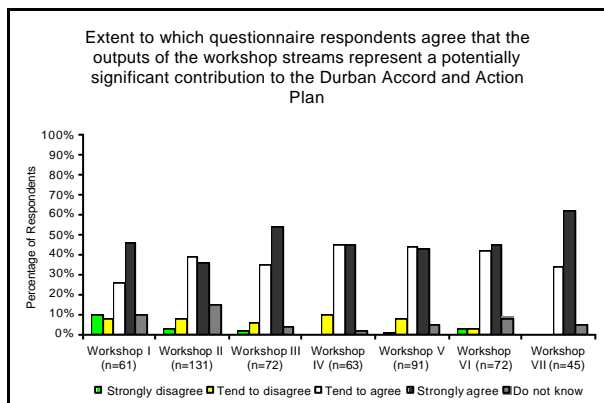
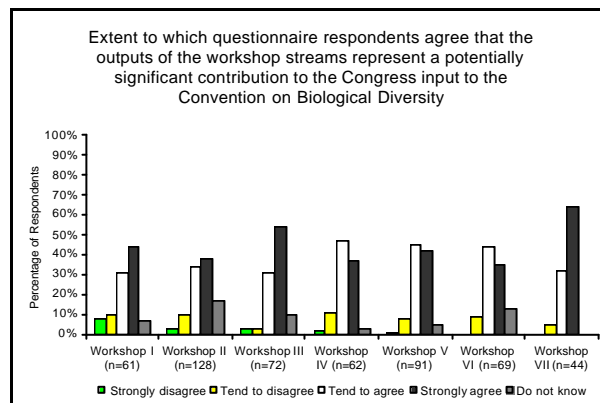
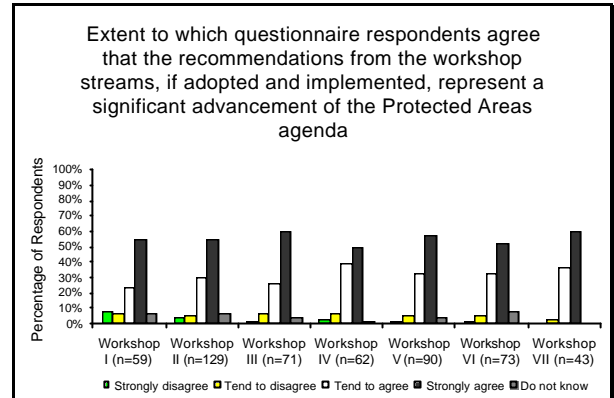


Exhibit 2.17 Contributions to the Convention on Biological Diversity



Correspondingly, the contributions made by workshop streams towards the advancement of the Protected Areas Agenda and the Outputs that resulted from the Congress were also noted by participants as one of the most significant strengths of the WPC. Respondents indicated that the workshops were successful in making contributions towards the advancement of Protected Areas knowledge and science and consequently, towards the relevant conventions and WPC Outputs.

Exhibit 2.18 Contributions to the Advancement of the Protected Areas Agenda



Linkages Between Workshop Streams and WPC Outputs

- “The linkages to Congress key Outputs were clearly seen/acknowledged.”
- “The recommendation represents a significant advancement of Protected Areas.”
- “Reinforce and give new value to category V protected landscapes.”
- “Acknowledgement of importance of indigenous people.”
- “Bringing the TBPA experts together to set an Agenda for the next 5-10 years.”
- “Content represented the scientific basis of Protected Areas design and management.”
- “El consenso de los participantes sobre los principales puntos de analisis.” (Consensus among participants on the main points of the analysis)
- “Programme towards setting targets for biodiversity conservation.”

Finding 5: Workshop streams were successful in meeting the expectations of participants and in providing significant added value to the World Parks Congress.

While some variances were noted between the workshop streams regarding the extent to which participants expectations were met, more than three-quarters of survey respondents were found to be in agreement with the latter statement (see Exhibit 2.19). Similarly, survey results show that 83% to 100% of workshop stream questionnaire respondents agreed that the stream they attended would provide significant added value to the World Parks Congress (see Exhibit 2.20).

Exhibit 2.19 Meeting Expectations

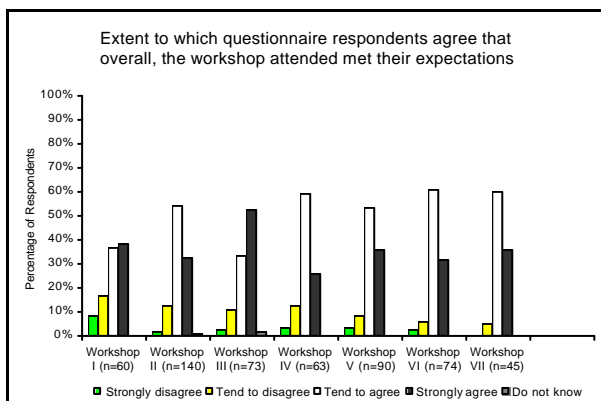
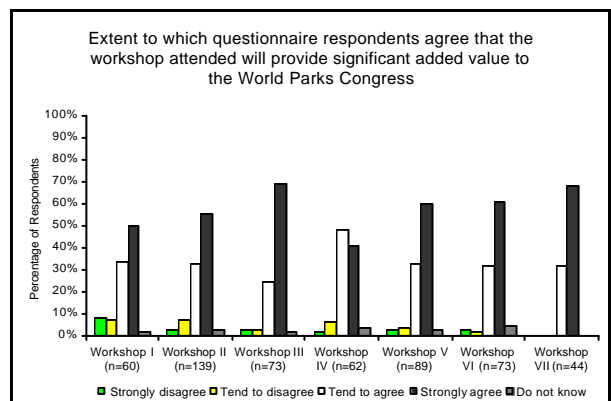


Exhibit 2.20 Added Value to the World Parks Congress



3. Specific Workshop Evaluation Results for Workshop Stream VI

3.1 Workshop VI Objectives

Finding 6: While objectives for Workshop Stream VI, Building a Secure Financial Future, are perceived as having been adequately addressed overall, objectives relating to readily achievable and concrete Outputs were viewed as having been better addressed than those dealing with more abstract or hard to define issues.

Overall, questionnaire respondents perceived Workshop Stream VI objectives as having been addressed. Objectives focused on highlighting the challenges and opportunities of developing financial solutions for Protected Areas and Protected Area systems were noted as having been the most thoroughly addressed (see Exhibit 3.1 and Exhibit 3.2). Similarly, the development of a business-like approach to Protected Area management (a recurrent theme for this workshop stream) was perceived by close to three-quarters of respondents as having been adequately to thoroughly addressed (see Exhibit 3.3). The exploration of opportunities for securing new and additional funding through innovative alliances with donors, business and partner organizations was noted by almost 49% of respondents as having been largely addressed and by close to 22% as thoroughly addressed (see Exhibit 3.4).

More than 61% of respondents perceived the determination of values and benefits of Protected Areas that drive economic opportunities and sustainable use as either being adequately addressed or thoroughly addressed. Objectives related to highlighting the relevance of business best practice and the improved understanding of the policy and economic drivers that threaten Protected Areas received the lowest approval ratings in terms of the extent to which these were addressed (see Exhibit 3.5 and Exhibit 3.6).

Exhibit 3.1 Challenges of Developing Sustainable Financial Solutions

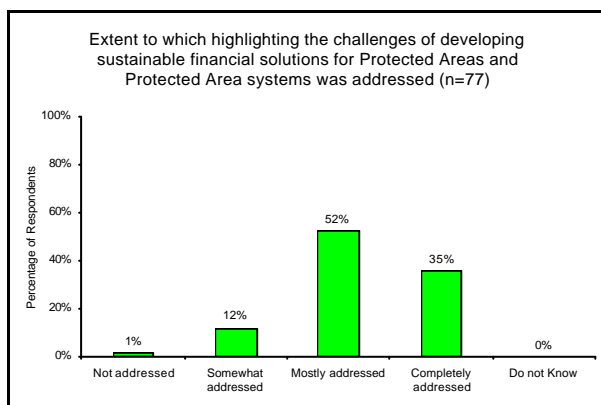


Exhibit 3.2 Opportunities of Developing Sustainable Financial Solutions

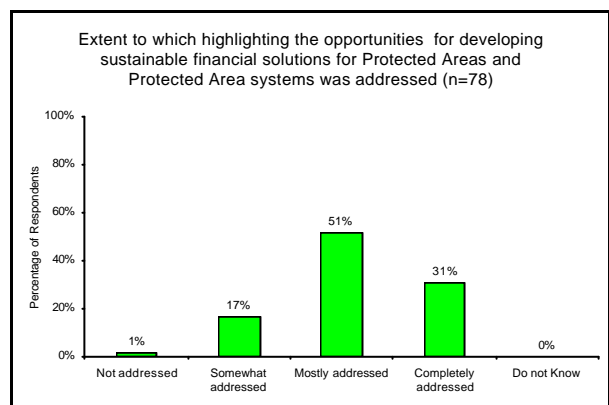


Exhibit 3.3 Developing a Business-Like Approach

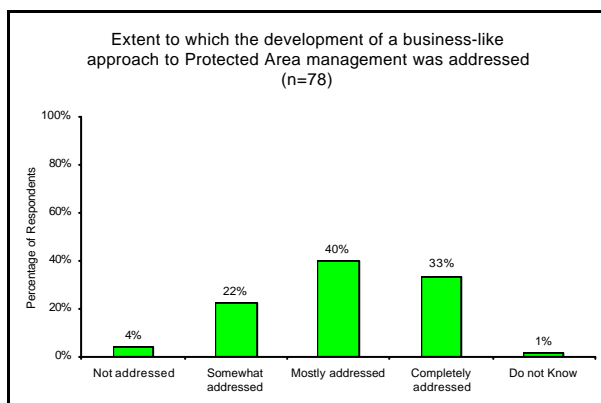


Exhibit 3.4 Securing New and Additional Funding



Exhibit 3.5 Business Best Practice

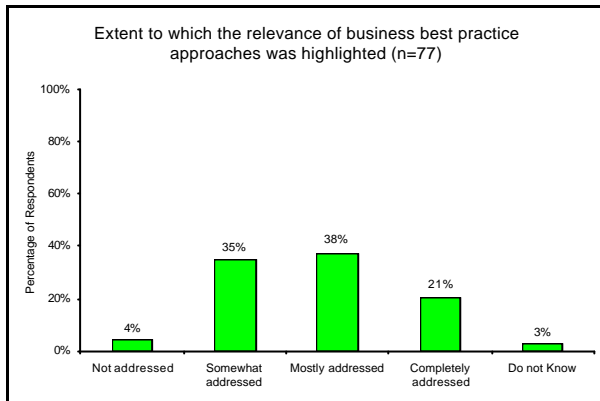
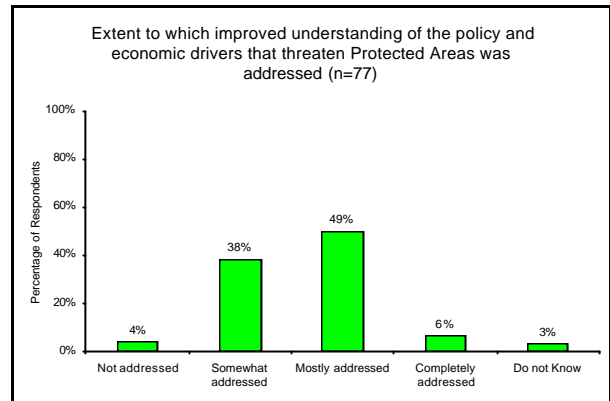


Exhibit 3.6 Policy and Economic Drivers



3.2 Workshop VI Cross-Cutting Themes

Finding 7: Issues relating to financing and managing Marine Protected Areas were perceived as being moderately addressed.

Tools, case studies and resource materials for designing sustainable financing mechanisms and management approaches for Marine Protected Areas were generally perceived by workshop questionnaire respondents as having been addressed to a limited extent. While more than 37% of respondents indicated that Marine issues were not dealt with in the sessions they attended, close to 34% of respondents thought that these were moderately addressed, and 25% perceived them as having been addressed to a significant extent. Nearly 4% thought that these issues had not been addressed at all.

Finding 8: While the use of World Heritage status to maximize effectiveness of sustainable financial strategies issues was perceived as having been somewhat addressed, the majority of responses indicate that this issue did not apply to the sessions attended.

Nearly 44% of workshop questionnaire respondents indicated that World Heritage issues did not apply to the sessions they attended. Of those who responded otherwise, over 32% indicated that the use of World Heritage status to maximize effectiveness of sustainable financial strategies had either not or only somewhat been addressed. Finally, nearly 24% of respondents felt that this issue had been significantly to thoroughly addressed.

Finding 9: Perceptions regarding the extent to which Communities and Equity issues had been addressed during the Workshop Stream VI were divided – with no clear consensus on its adequacy.

Workshop questionnaire responses indicate that for two of the communities and equity issues (innovative community-based Protected Areas financial initiatives and mechanisms for the sharing of Protected Area revenues with communities), roughly a third of respondents did not see how the latter related to the sessions they attended. Another third thought these issues had been mostly addressed and the remaining third felt that these issues had only somewhat been addressed if at all (see Exhibit 3.7 and Exhibit 3.8). Similarly, equity issues in Protected Area funding were seen by 32% of respondents as not being pertinent to the sessions attended, but fewer than 27% thought these had been mostly addressed compared to over 41% who felt these issues had been addressed to a more limited extent (see Exhibit 3.9). With respect to the mechanisms for the sustainable financing of Protected Areas through commercial tourism, more than half of respondents perceived this issue as having been largely to thoroughly treated. Fewer than one-quarter thought this was only partially addressed (see Exhibit 3.10).

Exhibit 3.7 Innovative Community-Based Initiatives

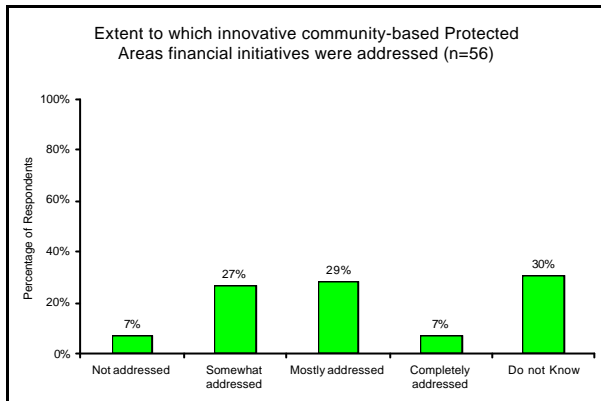


Exhibit 3.8 Mechanisms for Sharing Revenues

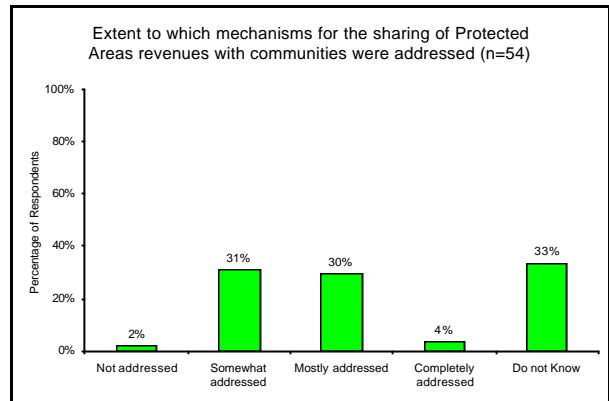


Exhibit 3.9 Equity in Protected Area Funding

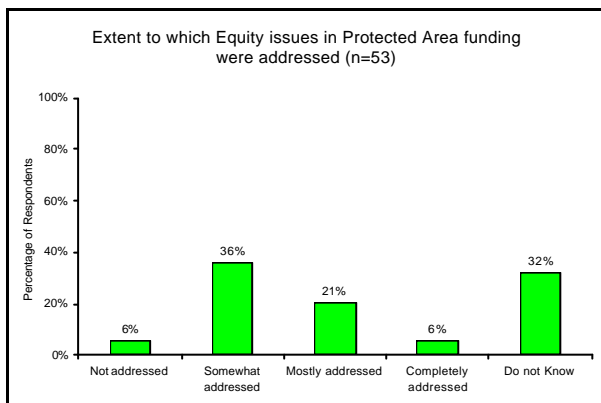
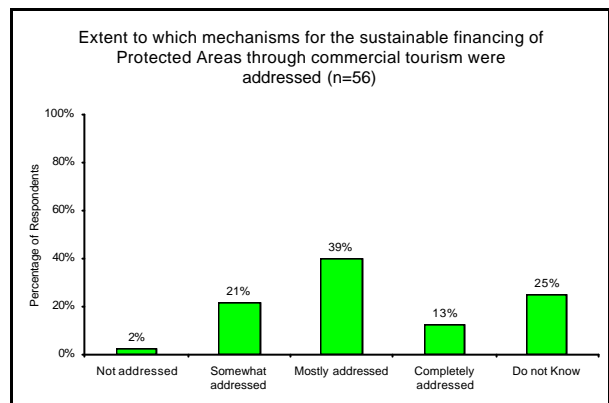


Exhibit 3.10 Sustainable Financing Through Tourism



3.3 Profile of Workshop Stream VI Participants

The following section presents information relative to the description of the workshop participants. Exhibit 3.11 and 3.12 provides the sex ratio and affiliation of workshop participants; Exhibits 3.13 and Exhibits 3.14 describe the respective professional qualifications of the participants and the region in which they work; Exhibit 3.15 details the approximate level of attendance and Exhibit 3.16 provides an overview of what participants attended.

Exhibit 3.11 Sex Ratio of Workshop Participants

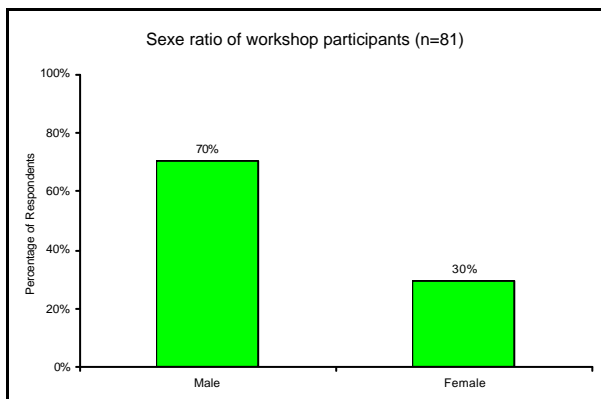


Exhibit 3.12 Affiliation of Workshop Participants

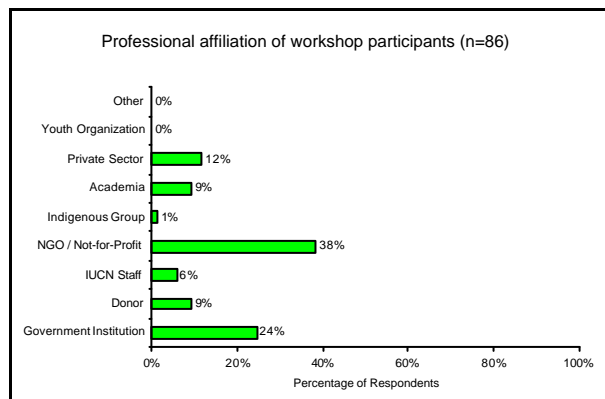


Exhibit 3.13 Protected Area versus Non-Protected Area Professionals

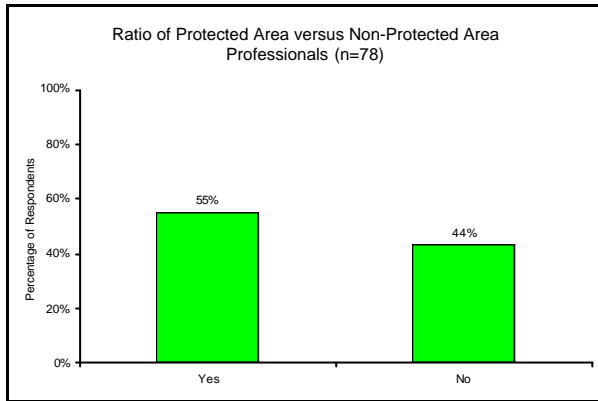


Exhibit 3.14 WCPA Regional Representation of Workshop Participants

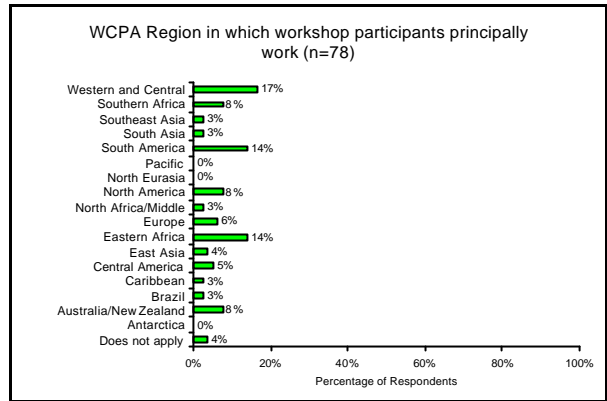


Exhibit 3.15 Level of Attendance

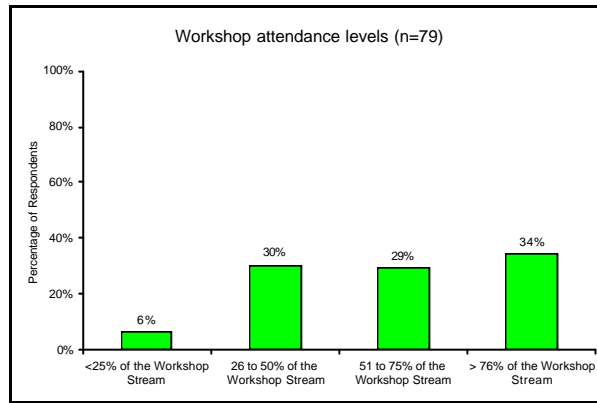
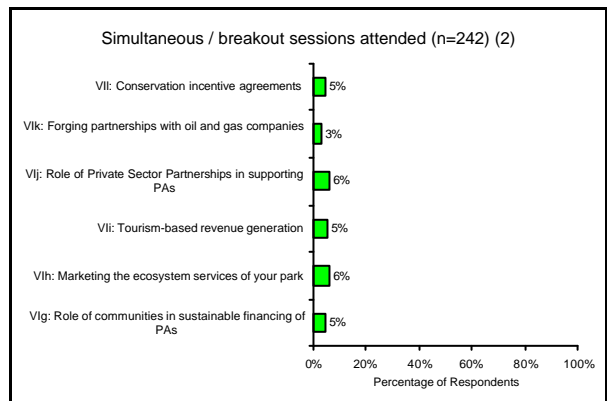
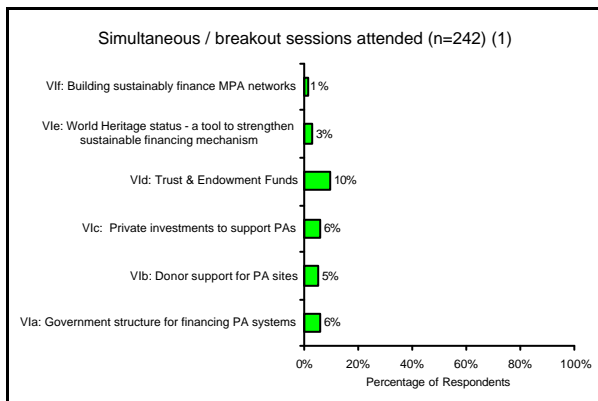
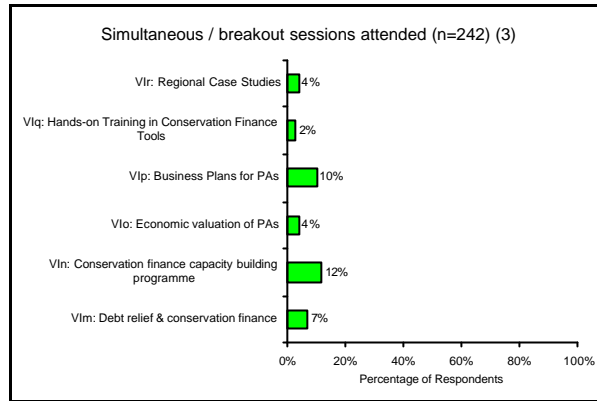


Exhibit 3.16 Sessions / Working Groups Attended

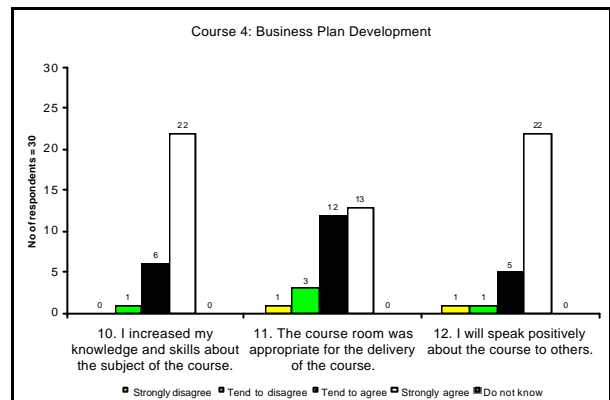
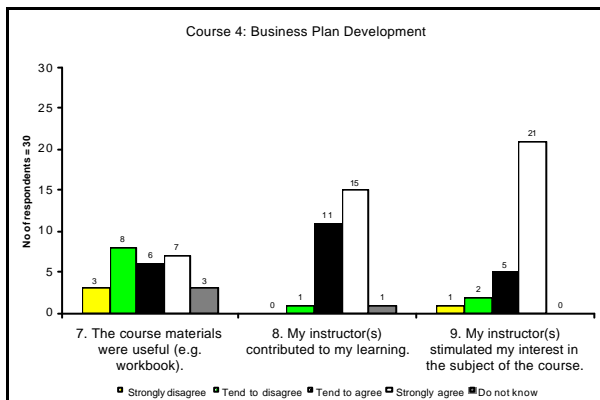
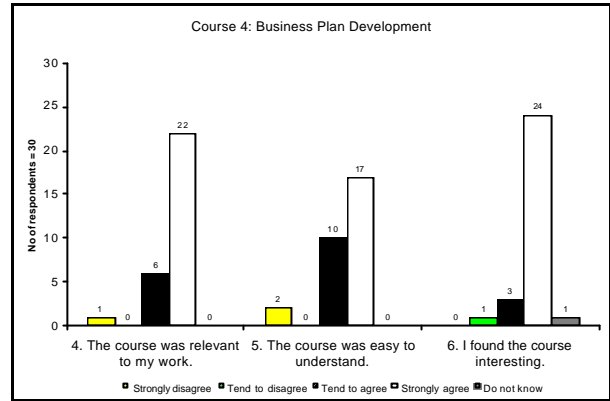
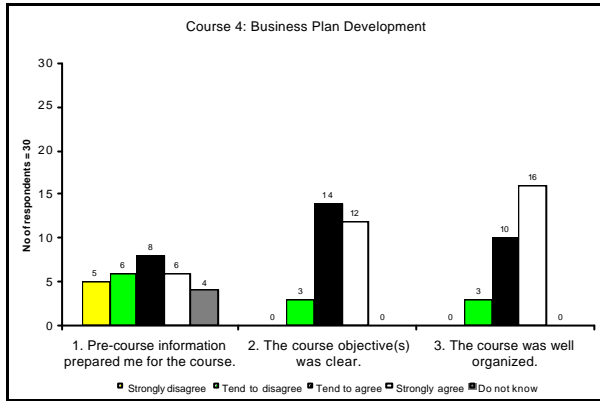




4. Short Course Results

The following section presents the results of the short course evaluations followed by comments noted by participants for each of the courses.

4.1 Business Plan Development



Participant Comments (Business Plan Development)

“Q7. What materials?”

“Lack of material immediately available and I am a little disappointed with that.”

“It was very well organized.”

“The US portion of this course started late and ran late. It needs to have more case studies with real numbers, and to more directly address problems that are common internationally, but not so much in US.”

“Well presented & understood.”

“The course varied slightly from the original stated objectives and expectations.”

“Very informative. Course papers/PowerPoint presentations should be distributed at the same time they are delivered - assists with note-taking.”

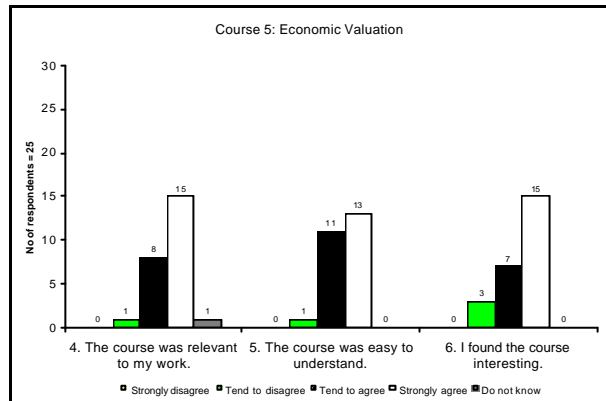
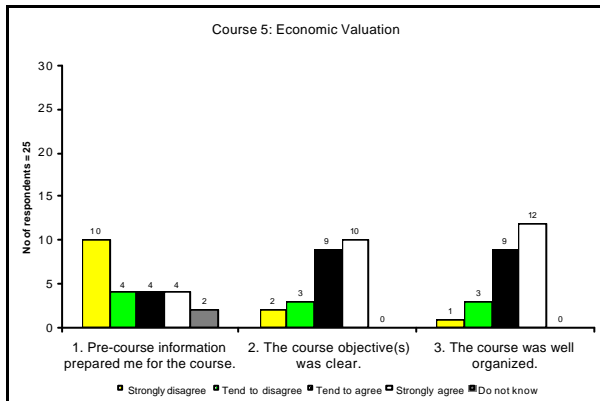
“The course was very good. I will suggest that attendees get certificates of attendance afterwards if possible!
Sonto Mayise - South Africa. smayise@pan.uzulu.ac.za.”

“Thanks.”

Participant Comments (Business Plan Development)

- “Pre-course material should be provided.”
- “Material on website, please.”
- “Lack of support materials (hand-outs)”
- “Need for more information or course for Africans, especially in Central Africa where I work. This is a new concept.”
- “Handouts would have been useful before or as one entered the room.”
- “The course was good, however, since it is a new concept in my region I need to understand it more.”
- “The problem of documents and translation.”
- “The course instructors answered and tried to solve those questions which came up.”
- “A bit more of focus on practical things that can be immediately applied“
- “Great occasion. Good instructors.”
- “I missed a little bit of application exercise/working group type of exercise.”
- “Next time CD Rom available beforehand. More interaction please. More light in room.”

4.2 Economic Valuation



Participant Comments (Economic Valuation)

“Q7. no workbook, but handout was useful. Q11. Bad acoustics.”

“The most useful and interesting day for me since the beginning of the Congress (too short unfortunately). I would have liked to have courses during the whole Congress to be able to follow some others really interesting courses proposed. Q11. Noisy.”

“It was good! Very useful introduction to the subject.”

“The form of the training process could be improved. For example, more two-ways interactive instead of speaking-listening relationship, could encourage more contribution of listeners.”

“This training session would need more than a day.”

“A workbook/take home would have been great.”

“No prelim info. No practical considerations. Q1. None given, Q8. Only Stefano, not Gunars (sorry). “

“Very good introduction to subject. Q.1. Did not see any.”

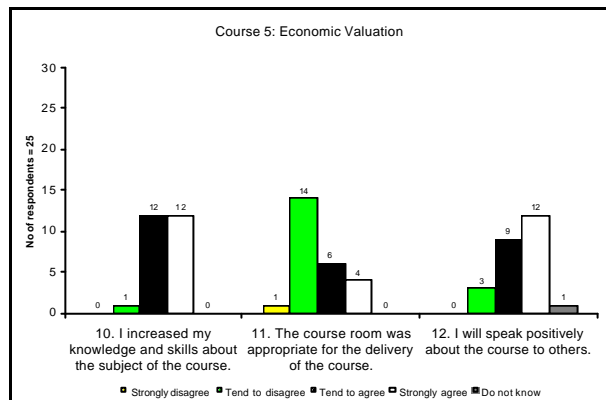
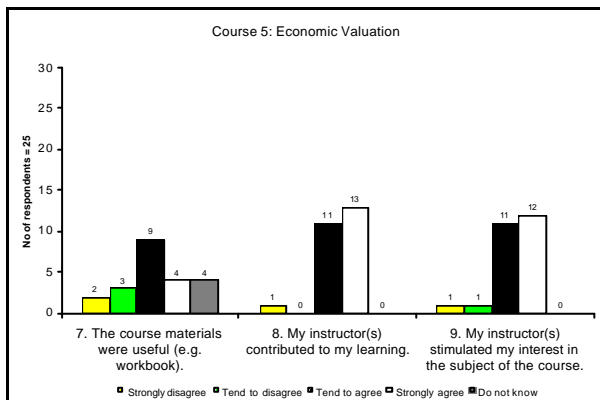
“Very poor venue and a lot of noise by service people. Q1 There was none.”

“Facilitators seemed bored and did not control discussion; exercise & less laboured explanations. Q1. Very little information Q5. Too slow. Q11 poor sound. “

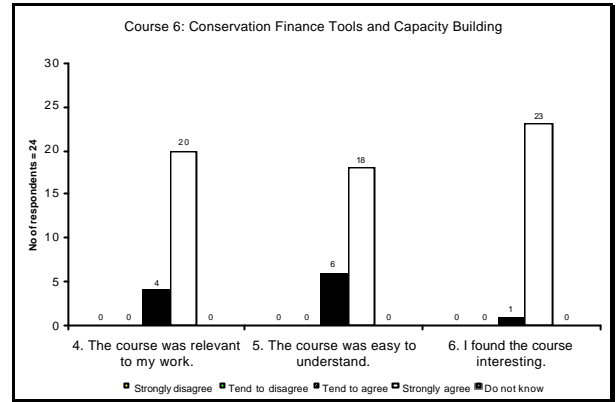
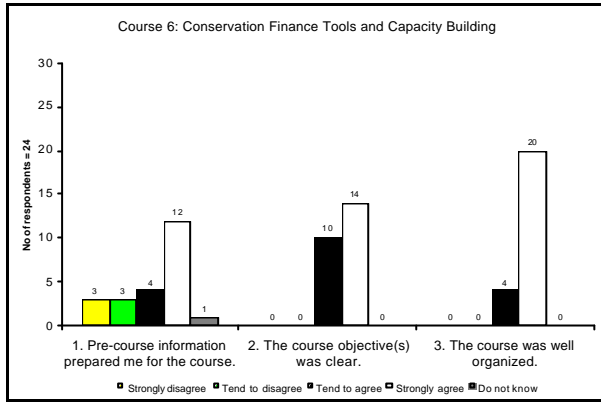
“More discussions to half-day ends. Only explanatory questions in between.”

“1. Course was below my level - more pre-course information could have helped me deselect the course as too basic. 2. Instructor G.Platais did NOT seem to know his topic well. Instructor S. Paggiola was clear, knowledgeable and entertaining.”

“Of crucial importance to IUCN. Should be three day course including wider application to practical valuation situations - & tie in with implementation issues: including "Business" (Return on capital inputs, alternative land use NPUs) & "Political" (How/Where to use valuation measures - case studies).”



4.3 Conservation Finance Tools and Capacity Building



Participant Comments (Conservation Finance Tools and Capacity Building)

“Financial spread sheets with case studies would be helpful.”

“Extremely very useful course for PA Managers.”

“In future such a course needs to be offered at intervals during the period of the Congress.”

“Q11. Needs tables or chairs with boards for writing.”

“Great tools and good instruction.”

“This was done in an excellent manner. Very rewarding.”

“Super! Congratulations for your hard and very useful work.”

“Excellent.”

“Very interesting must have more contributions like the Finance Guide (a major tool) during the Congress.”

“Add Fishery Sector as a source (potential) upload Voyageur Park Business Plan. Add Case study Bonaire. Thanks guys!!!”

“Thank you.”

