CNPPAM Benchmarking and Best Practice Program

PUBLIC PARTICIPATION IN PROTECTED AREA MANAGEMENT BEST PRACTICE

Prepared for:
The Committee on National Parks and Protected Area Management

Benchmarking and Best Practice Program

August 2002

Prepared By:
Parks and Wildlife Commission
of the Northern Territory

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SUMMARY

Public participation is an integral component of protected area management. The shift towards greater public involvement in the decision making process(es) of government over recent years is essentially a change in emphasis from substance (what should government do) to process (how should choices be made).

This Best Practice Report on Public Participation in Protected Area Management identifies public participation as a continuum, extending from full government control to full community control. The report indicates that most public participation programs occur somewhere between these two extremes and will vary depending on the situation at hand.

All protected area management agencies in Australia and New Zealand are required by legislation to seek public input into the development of plans of management. Some agencies are required by law to seek public involvement in nominating new protected areas and most require public representation on statutory bodies such as Management Boards, Advisory Councils and Consultative Committees.

All jurisdictions consider public participation to be a major plank in their corporate strategy, and most are seeking to enhance their efforts with respect to public participation. Whilst the support for conducting public participation programs by agencies is resolute, most do not specifically budget for public participation programs and few agencies provide specific staff training in facilitation or other public participation techniques.

All agencies consult with Aboriginal groups/stakeholders and most agencies are moving towards increasing levels of participation with indigenous groups along the public participation continuum. Similarly, all jurisdictions engage with private landholders in the management of lands off-reserve for conservation purposes and most conduct a 'Friends of the Parks' program.

This report exposes a number of myths surrounding public participation (such as empowering the community equals a loss of agency control) and provides principles and a model for best practice. The report identifies best/good practices in public participation in protected area management and provides examples of participation techniques and performance indicators for the various participation levels.

The report also provides case studies and recommendations for agencies wishing to adopt a best practice approach to public participation in protected area management.

It should be noted that even following an agreed public participation process it is unlikely that all participants will be completely happy with all decisions made. The important thing is that they are satisfied with the process.

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1 INTRODUCTION

1.1 CNPPAM Benchmarking and Best Practice Program

The Committee on National Parks and Protected Area Management was established under the Land, Water and Biodiversity Committee of the Natural Resource Management Ministerial Council. Its terms of reference are to 'identify issues and report on matters relating to the selection, planning and management of national parks and protected areas and the development of staff involved in their management'. The Committee comprises representatives of each state and territory park service, Environment Australia and New Zealand's Department of Conservation.

In 1995 the Committee (then a Working Group under the now superseded Australian and New Zealand Environment Conservation Council - ANZECC) embarked upon a formal and structured benchmarking and best practice program, concentrating on the development of best practice models for protected area management.

The aim of the program is to gather and pool the approaches and experiences of conservation agencies in protected area management so as to identify areas of 'best practice' and hence provide a resource that will assist and guide individual agencies to learn from, borrow and adapt ideas to improve their management.

The project "Best Practice in Public Participation in Protected Area Management" was born out of the Committee meeting held in Canberra in March 2000. The PWCNT (Parks and Wildlife Commission of the Northern Territory) agreed to lead the project. A list of benchmarking partners and contact details for this project is provided at Appendix 1.

1.2 Objectives of the Project

The project objectives are outlined in the project brief prepared by the PWCNT. They include the following.

1. To define the meaning of public participation in protected area management.
2. To identify the range and breadth of activities that the public is involved with in relation to protected area management in Australia and New Zealand.
3. To identify any legislative and mandatory requirements for public participation in protected area management in Australia and New Zealand.
4. To review the involvement of volunteers in protected area management.
5. To examine the extent of formal public involvement (statutory bodies, local management committees etc) and decision making powers with respect to protected area management in Australia and New Zealand.
6. To identify levels of resource allocation and any performance indicators set by agencies in respect to measuring the success of public participation programs.

1.3 Definitions

In undertaking a report into best practice in public participation in protected area management it is important to define the meaning of the words "public", "participation" and "protected area". The definitions of public and participate for this report are derived from the Concise Oxford dictionary and include;

public **-** "the (members of the) community in general"

The public as it relates to protected areas includes:

- individuals,
- neighbours to protected areas,
- protected area visitors,
- private companies or individuals whose business relate to or could be impacted on by protected area management,
- community groups with specific concerns,
- state, national and international community groups with an interest in conservation or the use of protected areas,
- government agencies,
- local government,
- any group that expresses an interest.

participate - "have share, take part (*in* thing, *with* person)"

The definition of ***protected area*** is derived from the IUCN definition, which has been adopted by the Committee; "*An area of land and/or sea especially dedicated to the protection and maintenance of biological diversity and of natural and associated cultural resources and managed through legal or other effective means* (IUCN 1994).

2 METHODOLOGY

This study on Public Participation in Protected Area Management Best Practice followed a four-stage approach as set out below:

Stage 1 included a literature review with a focus on public participation in protected area management as well as public participation in the decision making processes of government (see References).

Stage 2 revolved around a survey (Appendix 5) of the benchmarking partner agencies to ascertain the current levels of public participation undertaken by partner agencies. In addition to the partner agencies, the WTMA (Wet Tropics Management Agency) and the GBRMPA (Great Barrier Reef Marine Park Authority) were invited to participate, although the GBRMPA declined.

Stage 3 of the project involved a workshop held in Darwin over two days (9 and 10 August 2001). Representatives of the partner agencies were invited to attend the workshop to discuss issues and develop a best practice model.

Stage 4 of the project entailed developing a draft report and in collaboration with the partner agencies, refining the report and best practice model.

3 BACKGROUND

3.1 A Brief Overview

The desire by the public to become more involved in the decision making process of government has gathered pace over the past fifteen years or so. Historically, the responsibility for decision making in public life has been vested in elected representatives (politicians) and government agencies. The shift towards public involvement in the decision making process is essentially a change in emphasis - from substance (what should government do) to process (how should choices be made).

It is difficult to identify why this change has come about and where it came from. At least in the field of protected area management, it is possible that public involvement in decision making has been gathering pace since the establishment of the first national park in Australia in 1879. Irrespective of when or why the change came about, it is no longer possible for governments to make decisions in isolation of the people the decisions are most likely to affect.

All levels of Government recognise the value of involving local communities in decision making and to take a more active role in managing their local environments. State governments also now realise that community capacity building and enhancement of social capital can have significant flow–on effects in improving a State's environmental, social and economic well being.

The context of this project is the role of Australian and New Zealand protected area managers in promoting and administering public participation in protected area management. It should be mentioned that most protected areas are a public asset and public participation is essential to ensuring they are properly managed and strongly supported by the public.

3.2 The Benefits and Disadvantages of Public Participation

Ensuring successful public participation is a two way process, where both the agency and the public can learn and gain benefits. The benefits of robust public participation include, but are not limited to:

- Improved understanding of client expectations and user group needs.
- Improved agency understanding of conservation issues.
- Improved agency understanding of the role and contribution of the community.
- Greater continuity in knowledge.
- The ability to build community support for a project and to improve stakeholder relationships.
- Improved public understanding of the agency's responsibilities.
- Improved staff and community technical knowledge.
- Improved agency credibility within the community.
- Improved quality of decision making by agencies.
- Enhancement of social capital and flow-on social and economic benefits.
- Enhanced and informed political process.
- Greater compliance through increased ownership of a solution.
- Greater community advocacy for biodiversity protection.
- Greater access to community skills and knowledge.

Improved community understanding of conservation issues and responsibility for conservation outcomes.

Disadvantages

- Can be time consuming.
- Possible high financial costs.
- Need for staff training and capacity building within organisation.
- Difficulties in obtaining constructive debate when interest groups are entrenched in their views.

Case Study 1

Voice of the Community - Belair National Park
Dene Cordes, DEHAA, SA

To gauge the true need for and benefits of community participation in protected area management in South Australia, one can look back and see what history tells us. In 1891 the first National Parks Act was passed and with it the Government established a Voluntary Board of Commissioners to run the Belair National Park (2nd oldest in Australia and 10th in the world).

The Commissioners were the voice of the community highly regarded and carefully chosen. Many served until their deaths, so passionate were they for the Park. Their unpaid services continued for eighty years, until 1971 when the Government passed the NP&W Act. The Commissioners were abolished and there was no replacement community voice. In the next eight years the community became hostile towards national parks which they saw as alien lands that paid no council rates and were fire and vermin hazards. It was a disastrous period.

In 1980, the Government established Consultative Committees in South Australia. Within a few years they had turned around the antagonism, distrust and lack of public participation. This paved the way for Friends of the Parks to be introduced. In no time there were 107 groups formed, involving 7000 community citizens. There is now "local ownership" of parks, support for policies, fund raising and media support where there was previously anti-parks press reports.

In South Australia history has shown that for 80 years there was public participation. Then followed eight years of disaster and an excluded community. Now there is unprecedented public support, media support and a public that is caring and pro-active.

The blackest years were when the Government thought it could "go it alone". Public involvement is vital and it works!

Case Study 2

Junior Rangers – Capacity Building with Young People
Roana O'Neill, PWCNT

The Parks and Wildlife Commission's Junior Ranger Program is a free environmental education based program for children aged between 9 and 14 years. The Program has been in operation since 1991, and is part of the Commission's approach to building community support for the environment and protected area system. Community Education Rangers deliver the Program with the assistance of Park Rangers in remote regions.

The Program aims to provide young people with the opportunity to discover their natural and cultural environment, develop scientific skills and contribute to the conservation of their environment through hands on activities conducted primarily within national parks and reserves.

The Program is provided to town based children as well as many remote area schools and Aboriginal communities in Darwin, Katherine, Tennant Creek and Alice Springs. It is also delivered via the Katherine and Alice Springs School of the Air Program to reach children living in isolated areas. Between 1998 and 2000 the Darwin Junior Ranger Program provided 324 activities to 1,146 children.

A separate Program is run for the 9-11 year olds and the 12-14 year olds to provide activities specific to their learning needs. Examples of activities provided to members' include bush survival, mammal trapping, nature craft and snake identification.

Activity information is delivered through 'Coming Events Brochures' with activities being offered after school and on weekends. Opportunities are provided for the whole family to become involved in the Program. Members are provided with a uniform free of charge and subscription to the quarterly environmental magazine the *Junior Ranger Review.*

An evaluation of the Program is carried out at the end of each year to gauge the success and effectiveness of the Program in meeting its objectives. Feedback is sought from parents/guardians and participants.

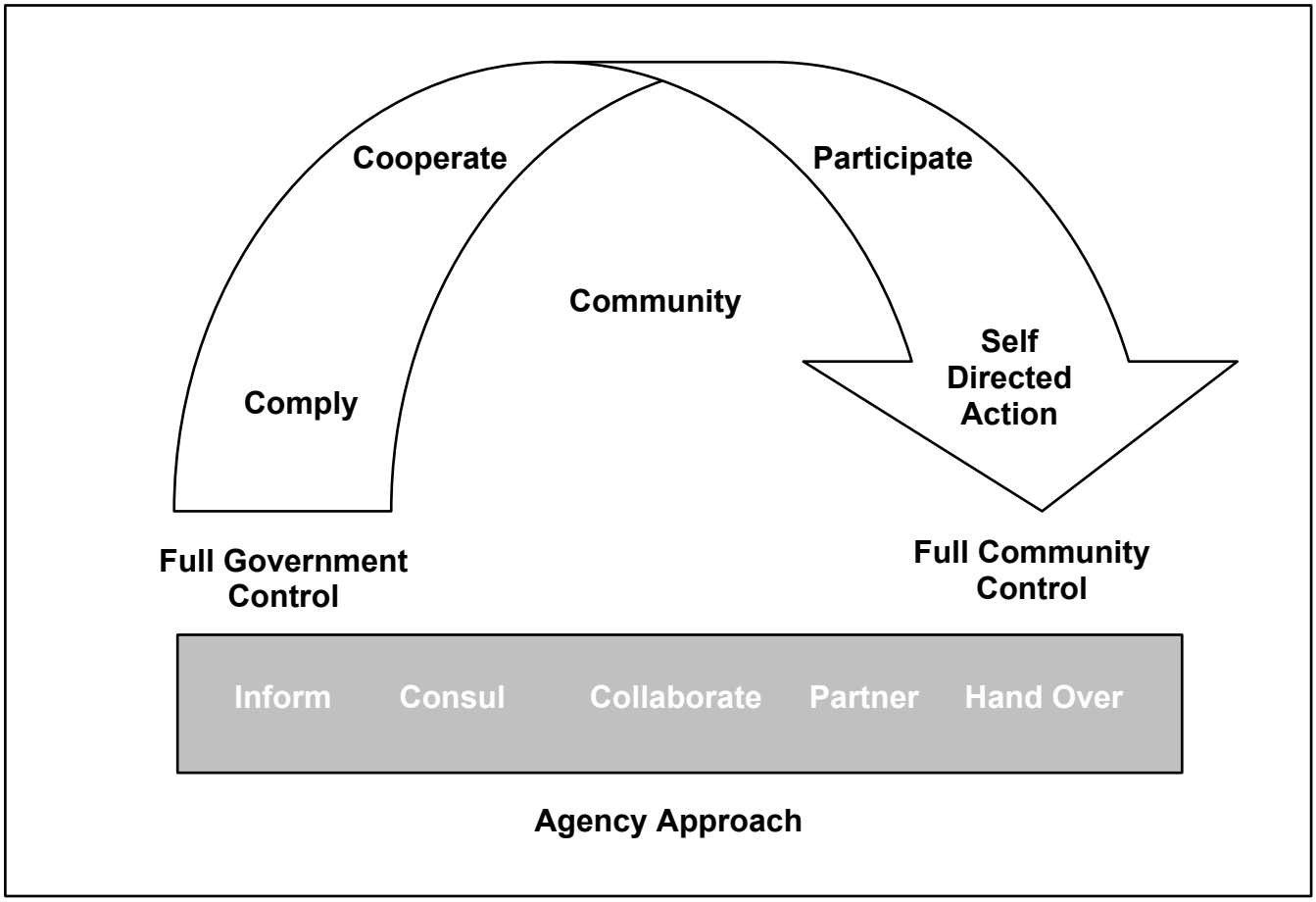
In the year 2000 Darwin members identified that their top reason for joining the program was to "learn more about nature". The majority of respondents agreed that their children had increased their knowledge and awareness of the environment as a direct result of participating in the Program. Satisfaction with the range of topics offered was rated as good to excellent and the performance of the presenters was also ranked highly.

Whether or not the junior rangers chose to become protected area managers, it is hoped that the program will provide young people with the opportunity, inspiration, skills and understanding to play an active role in conserving and managing their natural and cultural heritage.

3.3 Levels of Public Participation

Public participation can be viewed as a continuum, extending from full government control to full community control (Figure 1). The lowest level of participation is compliance that, essentially, is the imposition of a decision on the community. Here the community has no choices or involvement in the decision making process, the decisions have already been made and the community is made to comply. At the other end of the spectrum is self-directed action, here the community is given full responsibility for decision-making and control of the process. Most public participation programs rest somewhere between these two extremes.

Figure 1 The Public Participation Model



Following is a short explanation of each public participation level and examples of each level in a protected area context.

RESPONSE/APPROACH	PROTECTED AREA EXAMPLE
COMMUNITY RESPONSE The community response is often governed by the agency's approach and the level of community interest and understanding of the issues. Most activity occurs at the 'comply' and 'cooperate' level.	
Comply The community complies with regulations and laws.	The community complies with by-laws governing activities in parks.
Cooperate The community agrees voluntarily to undertake an action.	Walking along marked tracks, filling out visitor surveys and taking part in community education programs.
Participate Members of the community or community groups become involved in a program or activity.	Commenting on draft plans of management, representation on advisory/management committees, becoming a member of a volunteer group and participation in public meetings on park management issues.
Self Directed Action The community makes the decisions and has ultimate responsibility.	Indigenous Protected Areas (IPA) and private land added to the National Reserve System.
AGENCY APPROACH Legislation and perceptions about the level of community interest and understanding often governs the approach of an agency. Most agency approaches occur at the 'inform' and 'consult' level.	
Inform The agency provides information to the community.	Signs and other information provided to encourage compliance with regulations and promote appropriate use of a park. Interpretation and education programs provided to encourage appreciation and understanding of protected area values and management. Agency provides information that facilitates informed choices by the community especially where legislation provides opportunities for involvement in decision making.

RESPONSE/APPROACH	PROTECTED AREA EXAMPLE
Consult The agency seeks information or advice which it takes into consideration in the decision making process.	The management planning process calling for public comment.
Collaborate The agency and community work cooperatively in the decision making process, although the Agency maintains ultimate control of the process.	Shared management committees, good neighbour agreements, Friends of groups.
Partner The agency and community (stakeholders) share responsibility in the decision making process.	Joint management arrangements, formal agreements for the protection of flora and fauna on private land, cooperative neighbour programs.
Hand Over The agency hands over control and decision making to the community. The agency may facilitate management by the community through the provision of resources and expertise.	Examples of full government hand over are limited in terms of protected area management. Most legislation precludes agencies from divesting their responsibilities to the community. However, in most jurisdictions agencies do facilitate and contribute resources and expertise to the management of private lands and IPAs.

3.4 Public Participation in Protected Area Management

The level of public participation in protected area management varies considerably among jurisdictions in Australia and in New Zealand. For decades agencies have utilised volunteers in protected area management, particularly in areas requiring labour and manual skills. In recent times public involvement in protected area management has shifted towards greater community involvement to the point where the public is now active in the decision-making processes of agencies. Listed below are some of the major areas in which the public is currently involved in protected area management in Australia and New Zealand.

- Provision of input into draft Plans of Management and other high-level policy documents.

- A wide range of volunteer activities, including;
  - fund raising,
  - tree planting and weed control,

- visitor surveys,
- wildlife rescue, rehabilitation and surveys,
- walking track maintenance,
- historic site conservation,
- work in herbariums and botanical gardens,
- interpretation and education programs,
- GIS and data collection and processing,
- staffing information centres and libraries,
- campground hosting/maintenance,
- light house minding,
- receptionist and administrative duties.

- Stakeholder liaison through formal and informal mechanisms, including local management committees, advisory committees, community reference groups, community consultative committees, Friends groups, stakeholder groups and industry liaison groups, and representation on statutory boards, advisory councils, park management committees and other legal entities.

- Input into the nomination of new protected areas, including wilderness areas, national parks and marine parks.

- Full consultation with Aboriginal communities under native title and land rights legislation.

- Setting aside and managing private land for conservation purposes (voluntary conservation agreements, covenants, land for wildlife, indigenous protected areas).

4 MYTHS, PRINCIPLES AND A MODEL FOR BEST PRACTICE

4.1 Myths Surrounding Participation Programs

The workshop held in Darwin on 9 and 10 August 2001 identified a number of myths surrounding public participation in protected area management, these are presented in Table 1.

Table 1 – Public participation Myths and Truth

Myth	Truth
Empowering the community equals a loss of agency control	Inviting the community to participate in decision making builds community support for a project and adds to the agencies credibility
The community lacks the ability to grapple with the complexity of many issues	The Community holds a vast body of knowledge and can identify issues and solutions often overlooked by agencies
Public participation is time consuming and expensive	Properly structured public participation programs will help to streamline the decision making process and save money in the long run.
Volunteers are a free labour force	Volunteers need to be appropriately resourced and managed in order to be productive
All community consultation projects are the same	Consultation projects should be carefully tailored to meet the needs of the program, stakeholders and the issue.
Community involvement should provide instant results	Community involvement involves capacity building and should be viewed as a long term investment by the agency

4.2 Principles of Best Practice in Public Participation

The workshop held in Darwin on 9 and 10 August 2001 developed the following list of principles regarding 'best practice in public participation' (some of these principles are adapted from the CALM Public Participation Manual).

- ❖ Public participation is an integral component of protected area management.
- ❖ Agency's seeking involvement of the public need to be open and clear about the extent of involvement intended in order to avoid creating false expectations.
- ❖ Public participation programs should recognise the diversity of values and opinions that exist within and between communities.
- ❖ Good program design is crucial to the success of public participation programs.
- ❖ Specialised public participation techniques and training are required for programs to succeed.
- ❖ The information content of public participation programs should be comprehensive, balanced and accurate.
- ❖ A public participation program should be tailored to suit the situation at hand.
- ❖ A public participation process requires adequate time and resources – successful outcomes may be undermined where these are lacking.
- ❖ Agency staff should be skilled in public participation design and processes.
- ❖ The community should be consulted about public participation design and process before the agency finalises its approach.
- ❖ To address the needs of specific groups, special participation techniques are required.
- ❖ Public participation programs should aim to capture the full diversity of people within a community – not only people that are the most publicly active or socially capable.

4.3 The Best Practice Model

The workshop held in Darwin on 9 and 10 August 2001 developed the following 'best practice model'. It emphasised that public participation programs should be undertaken in three phases as described below. The model can be applied to all public participation programs irrespective of magnitude. The best practice model is represented as a flow chart at Figure 2.

Phase 1 Program Design

- **Clearly define aims and objectives of program** (the aims and objectives of the project will determine the project scope, the level of consultation/participation required, the environmental/conservation outcomes and public participation outcomes)
- **Develop participation strategy** (the participation strategy is the way in which the program will be conducted ie. setting the level of participation, the techniques to be used, the stakeholders involved, resource requirements, project budget)

  Review and/or conduct research (this includes identifying the likely issues and concerns, reviewing policy documents/ previous decisions, researching the history of a project or issues etc)

  Identify target audience/stakeholders (who are the main people the project aims to reach, does the project apply to a segment of the community or a wider audience, is the project applicable only to a specific geographic area or more broadly, is it necessary to undertake market research)

  Determine how stakeholders want to be consulted (how much involvement do stakeholders expect to have, are there specific requirements such as venues or times)

  Identify project time-frame (at what point in the project should public participation occur, how long should it last, should it be provided in stages)

  Identify milestones (project milestones should recognise key steps in program implementation, milestones can be used as a means of measuring program success)

  Identify funding requirements, resources and sources (what are the costs involved in running the program, is the funding available, has the public participation component of the project been built into the project's budget)
- **Design and implement trial program** (this is an optional element in the program design, which is useful in trialing large-scale public participation programs. Trialing can help elucidate unforseen problems and enable programs to be adjusted and fine tuned prior to full scale implementation)

  Develop support practices and resources that will sustain the program for its designed life

Phase 2 Program Implementation

- **Implement participation strategy** (this should be in accordance with the work completed in the design phase)

  Be open to new information (it is important to apply skills of adaptive management and be ready to adjust the program as new issues arise and new stakeholders are identified during program implementation)

  Maintain responsiveness/flexibility (new issues may arise during the implementation phase that was previously not considered, or what was thought were trivial issues may actually be quite big. It is important to maintain flexibility so that stakeholders and issues are given a fair hearing)

  Maintain information flow (it is important to keep people informed of the progress of the program, this includes both agency staff and stakeholders. For large programs this may include developing a newsletter or email list to provide updates of the program's progress)

  Manage resources (ensure that resources are managed in accordance with budget allocation)

- **Monitor participation** (one of the most valuable sources of information for improving future natural resource decision making is the feedback received during the public participation process. Monitoring mechanisms should be incorporated into the program and results recorded)

  Provide support, recognition and encouragement to those participating

- **Implement reporting mechanisms** (it is important to maintain reporting mechanisms so that the supervisor/CEO/Minister is aware of major issues at an early stage)

  Monitor milestones (keep an eye on milestones to ensure the program is running as planned, if not you may need to identify the reasons why and if necessary adjust the program)

  Monitor outcomes/outputs (record outcomes/outputs for evaluation phase)

Phase 3 Program Evaluation

- **Provide feedback to participants** (At the end of the process the community needs to know how their input has affected the outcome of the project. It is important to ensure that an accurate record of the participation process is kept and a record of how final decisions were made).
- **Evaluation** (It is important to evaluate the success of the program. This will assist in developing future programs. Things to consider include;

  Review milestones – were the milestones met

  Evaluate stakeholder satisfaction - were the stakeholders happy with the participatory process?

  Review outcomes/outputs - were milestones met?

- **Report** - report on outcomes/outputs

  Recommend improvements - in what ways can the program be improved?

Figure 2: The Best Practice Model Diagram

Phase 1 Program Design

Case Study 3

Joint Agency-Community Decision Making

Queensland Parks and Wildlife Service

Eurimbula Forest Working Group

Following the Southeast Queensland Forestry Agreement, QPWS is currently running a suite of inclusive community consultations to determine the most appropriate tenure allocation of areas being added to the protected areas estate. An agency planner recounts the process and his reflections:

"We were all individuals at the first meeting and the Queensland Parks & Wildlife Service was viewed either as the enemy or as the saviour depending on what group you represented. Very few of us understood much about anyone else's points of view, but we all thought we did. There were many agendas that could easily have divided us, but the group had a task to focus on -- assigning an appropriate tenure for new Forest Reserves under the Nature Conservation Act 1994."

The group spent the first meeting getting to know each other and understanding the tenure allocation process, ensuring all interested groups were represented and participating and setting the path the group would take to be able to assign an appropriate tenure. At a second meeting the group organised a field trip to the forest reserves where each person used their expertise to assess the potential of these places for the area of their interest. They were also introduced to the natural, cultural and aesthetic values of forests by the local Park Service staff.

In the third and fourth meetings the group identified issues and presented possible management strategies to resolve these issues. Group members used their expert knowledge and information supplied through research conducted by the Park Service and by individuals within the group to develop the strategies. The group evaluated where the Forest Reserves fitted into the surrounding landscape and once again examined the values that could be protected by these Forest Reserves. At the fifth meeting, with all relevant issues resolved, the group once again focused on the values of the Forest Reserves, revisited the potential uses and finally gave a firm recommendation on the tenure they felt best represented the values of these Forest Reserve. In this case a new National Park was recommended, carrying the full support of the local community and the commitment of the community to help management the Park into the future.

"This process was significant because the various members of the working group worked together to produce an outcome that will clearly benefit the local community and conservation in South East Queensland. Although arguments were given for a number of tenures to be considered, after addressing the positives and negatives it became clear to everyone that the clear decision was in favour of conversion to National Park."

"We learned a number of things from this process:

- There is not only an interest in the community in commenting on park management; there is also expertise that exists in the community from which government agencies can benefit by incorporating this expertise into their planning processes.
- There is an improvement in the community's understanding and expectations of what the Park service can provide.
- The community's support of the tenure allocation process has increased and cooperative relationships between local Park staff and the community have been established.
- The community is being engaged yet overall project deadlines are still being met.
- The Park Service's credibility has increased, its responsibilities are better understood and decision-making has benefited from the involvement of experts from the community
- The local community now generally has a better understanding of conservation principles and issues.
- Definite flow-on effects for the local Park service include an increase in community support for operational aspects of park management.
- Linkages now exist between park staff, local community groups and Indigenous people which will help consolidate a partnership for the protection of the natural values of the land."

5. BEST PRACTICE/GOOD PRACTICES IN PROTECTED AREA MANAGEMENT

This section identifies best practices/good practices in various aspects of public participation in protected area management. In many instances best/good practices relate to one or more of the levels.

Level of Participation Agency/Community	Best /Good Practices	Participation Techniques	Performance indicators
Inform/ Comply Agency informs community e.g. No dogs allowed in park Community is required to comply with agency requirement	• Be proactive • Apply a bottom up approach • Research the ways people get their information • Ensure people are aware of reasons for decisions • Establish feed-back loop to enable the community opportunity to have their say	• Public meetings • Presentations • Internet and mass media • Communication plans • Press releases • Standard operating procedures • Signs • Internet • Education campaigns • Printed brochures and newsletters	• Level of participation in agency education programs • Number of requests for information • Number of informed people (survey results) • Number of infringement notices issued • Number of complaints • Number of Ministerials • Number of internet hits
Consult/ Cooperate Agency seeks input into decision making process e.g. In developing a plan of management for a park, the community is encouraged to provide input into the planning process Community agrees to support decisions and becomes involved in programs and activities e.g. "Friends of the park" group	• Consultation takes time and resources – successful outcomes may be undermined where these are insufficient • Be clear about the basis for involvement • Value people's contributions • Promote the inclusion of a diverse range of people and interest groups • Use language that is inclusive of the community	• Workshops • Stakeholder meetings • Surveys • Plans of Management • Letters to stakeholders • Advertisements in the media • Public displays • Internet	• Quality of submissions • Number of issues raised • Number of stakeholders reached • Diversity of stakeholder input • Level of customer/client satisfaction (measured through surveys/customer feedback) • Number of staff trained in consultation techniques (eg facilitation, conflict

Level of Participation Agency/Community	Best /Good Practices	Participation Techniques	Performance indicators
agrees to undertake planting program on park in accordance with agency requirements	• Ensure community is fully aware of issues and what they are asked to do • Acknowledge stakeholder/community input/cooperation • Be very clear if there is no opportunity for people to have a say in the program		resolution) • Number of volunteer days and quality of conservation outcomes • Number of volunteers hours • Number of people attending community education programs
Collaborate/Participate Agency invites community to share in decision making process e.g. Nomination of new marine and terrestrial parks by the community Community has a formal role in decision making process	• Maintain integrity/honesty • Be open to new ideas • Respect cultural diversity • Identify areas of common interest • Don't make commitments that can't be kept • Provide opportunities for real involvement • Be clear about the powers and functions of advisory groups	• Advisory councils • Task forces • Stakeholder feedback • Conservation partnerships with the community, landholders and industry	• Level and type of participation • Level of integration of regional planning decisions with agency management activities • Number of resolutions • Number of people nominating for advisory consultative groups. • Support for decisions

Level of Participation Agency/Community	Best /Good Practices	Participation Techniques	Performance indicators
Partner/Participate The agency and community (stakeholders) share responsibility for decision making e.g. Aboriginal owned land leased to Government for management as national park.	• Maintain dialogue - ensure that all issues are open to discussion • Provide legislative framework for participation • Ensure ongoing management of participation • Set clear outcomes/outputs	• Joint management • Statutory Boards of Management	• Number of partnership agreements • Quality of relationships • Number of jointly managed protected areas
Hand Over/ **Self Directed Action** The agency hands over control and decision making to the community. The agency may facilitate management by the community through the provision of resources and expertise. Community/stakeholder has autonomy in decision making and may seek agency management input. e.g. Landowner wishes to contribute important privately owned land to national reserve system.	• Establish mutual benefits, trust and support • Establish transparent process • Support projects that have good conservation outcomes	• Where government agencies sit on community boards • Provide advice and other resources that result in conservation outcomes • Indigenous Protected Areas • Voluntary Conservation Agreements • Review mechanisms	• Number of private conservation reserves and quality of conservation outcomes • Numbers of conservation agreements and quality of conservation outcomes • Number and quality of covenants • Area of private land added to the NRS

6. PROTECTED AREA AGENCIES AND PUBLIC PARTICIPATION

Stage two of the project entailed a survey of the partner agencies to assess the context and manner in which these agencies engaged the public in management of protected areas. A copy of the questionnaire is provided at Appendix 5. The survey was completed by the following organisations.

- Parks Australia, Commonwealth Department of Environment and Heritage
- NSW National Parks and Wildlife Service
- Parks Victoria
- Queensland National Parks and Wildlife Service
- Department of Environment, Heritage and Aboriginal Affairs, SA
- Department of Conservation and Land Management, WA
- Department of Primary Industries, Water and Environment, TAS
- Parks and Wildlife Commission NT
- Wet Tropics Management Agency

A summary of the survey results is provided below.

6.1 Legal

Agencies were asked to describe the extent of public involvement required by their legislation. All jurisdictions responded that their legislation required public involvement. Although the extent of involvement varied between jurisdictions, all are required to seek public input into the development of Plans of Management. Some jurisdictions are required to seek public involvement in nominating new protected areas and most are required to have public representation on statutory bodies such as Management Boards, Advisory Councils, Consultative Committees etc. Most new legislation is requiring greater levels of public participation in policy formulation and decision making.

6.2 State and Agency Policy Issues

Agencies were asked whether their state government has an overarching policy concerning public participation. Five out of the nine respondents answered yes to this question.

Agencies were asked whether their agency had a policy concerning public participation. Six out of the nine agencies stated that they do have a policy regarding public participation in protected area management.

Agencies were asked if public participation was considered to be a major plank in their corporate strategy. All nine agencies answered yes to this question. The main reasons for agencies' being involved in this area are detailed in section 3.2 of this report.

Agencies were asked if they are actively seeking to enhance their efforts in public participation. Eight of the nine agencies answered yes to this question. However, while Parks Australia answered in the negative, it is working to enhance efforts in some areas

of public participation by involving Traditional Owners in management of Aboriginal-owned parks and increasing consultation with the Tourism industry. Some of the strategies being used by Agencies in this area are detailed at Appendix 2.

6.3 Staff and Financial Resources (refer Case Study 4)

When asked what staff and financial resources have been dedicated to public participation, most agencies responded that resources were 'hidden' within individual budgets. There are a few exceptions to this situation. NSW has an Education and Community Programs Directorate, SA has a Community Liaison Unit, WTMA has four full time staff dedicated to community relation issues and Tasmania has a Community Partnerships Section with 15 staff (3 permanent staff).

Most agencies do not set aside a specific proportion of a project budget for public participation. NSW and WA are the exception. NSW sets aside 10% of project budgets for public participation and WA sets aside 10-12 % of budgets for public consultation in respect to developing management plans.

Agencies were asked what resources were allocated to training personnel in public participation techniques. This question provoked a mixed response with some agencies providing information whilst others provide very limited or no training. CALM has developed a Public Participation Manual and has also devoted resources towards training staff in its use. Tasmania has trained 50 staff in facilitation skills.

Case Study 4

Public Participation Manual – Support and Training
Department of Conservation and Land Management, WA

In order to provide improved guidance and training to staff involved in public participation, CALM in 2000, developed a Public Participation Manual. The manual cost $27,000 to produce (exclusive of staff time). It provides detailed and comprehensive information on how to plan, implement and evaluate a public participation program. It also provides a variety of checklists and other useful tools such as budgeting guide, workshop checklist and guide to behavior and principles. The manual also provides a description of over 40 techniques that can be used in conducting public participation scenarios. In the year since the manual was developed 134 staff have been trained in its use.

6.4 Planning Processes

Agencies were asked what mechanisms they provide for public involvement in the preparation of plans of management. All agencies are required by law to seek public comment on draft plans of management. The WTMA has a legislated two-phase public participation process (commencement of planning and draft document stages). Most agencies have statutory bodies and/or consultative committees that provide input into the management planning process. NSWNPWS has advisory committees responsible for approving all plans of management. In the case of WA, local advisory committees are formed to provide input into specific planning areas. The Conservation Commission and the Marine Parks and Reserves Authority are "controlling bodies" as defined under the CALM Act and are responsible for the preparation of Management Plans through

the agency of CALM. In Tasmania, the National Parks and Wildlife Advisory Council reviews all draft Management Plans and public comments on draft plans.

6.5 New Parks/Reserves

Agencies were asked if the public was involved in the identification and selection of new protected areas. Five of the nine agencies responded yes to this question. The requirement is usually a legislative one, whereby the agency proposes the declaration and the public is invited to comment on it. In some jurisdictions the public is able to independently nominate new areas for declaration. In NSW the agency must undertake a formal assessment of the nomination within 2 years.

6.6 Stakeholder Liaison (refer Case Study 5)

Agencies were asked to describe the level of participation used in conducting stakeholder liaison. Most agencies utilise consultation with stakeholders and develop partnerships with Boards, Advisory Committees and other high level representative bodies. Appendix 3 provides a list of the representative bodies and their composition (additional information on liaison can be found in the Stakeholder Management (Neighbour Relations) Study, that forms part of the Benchmarking and Best Practice Program).

6.7 Indigenous Involvement/Partnerships

Agencies were asked to state their primary mode of participation with indigenous groups. EA, NT, NSW and WTMA undertake predominantly collaboration/partnerships with indigenous communities whilst most other agencies conduct predominantly consultation with a view to moving towards increased levels of collaboration/partnerships and joint management. Tasmania PWS employs an Aboriginal Partnerships Officer for the World Heritage Area.

6.8 Community Nature Conservation (refer Case Study 6)

Agencies were asked if they promote conservation agreements with private landholders and/or involve the public in the management of off-reserve lands for conservation. All agencies responded yes to this question. NSW and Tas set targets for the number of voluntary conservation agreements entered into. All agencies maintain Friends of the Park groups (except WTMA).

Case Study 5

Community Consultation and the NSW Biodiversity Strategy
Lynn Webber and Raymond Fowke, NSW NPWS

The development of the NSW Biodiversity Strategy was a whole-of-government process and whole-of-community process. The Strategy identifies priorities and common objectives for biodiversity conservation in NSW.

Participation by government agencies and the community in the development of the strategy was seen as an opportunity to forge partnerships for mutually beneficial action. Consultation was established as an appropriate mode of participation. In designing the consultative process, it was recognised that consultation can act to limit participation by some groups and individuals in the community through the selection of time frames, participants and who may speak. The facilitator is in a position of power to limit and govern fields of action in both design and conduct of processes.

NPWS implemented a comprehensive workshop facilitator program over the two years prior to the commencement of the program. This investment provided a critical pool of 70 staff at all levels and in all directorates of the agency, who could organise and facilitate workshops. In addition, a small team of communication specialists with extensive skills and experience in a range of communication areas were a key design and coordinating group for the community workshop phase of the process.

A separation between facilitating the process and participating in the development of the strategy content was made. NPWS staff not engaged in facilitating the process were able to participate in the development of the strategy, along with other government agency staff and interested groups and individuals in the community.

The important design features, which raised community awareness about biodiversity, included interagency partnerships, media launch of the draft strategy and consultation process, advertising the public exhibition and workshops and use of local radio to promote the strategy. Attention to the preparation of appropriate community information which catered for a range of interest levels, attention to use of plain English, employing images, brands and slogans to achieve consistency of message and providing opportunities for people to come together as a group enhanced participant understanding of the biodiversity strategy.

The process features which secured meaningful contribution by participants included the accessibility of appropriate supporting information, community workshops in regional locations at appropriate times, opportunities for personal interaction during the process, use of small groups to maximise synergy, productivity and mutual valuing of different world views. The engagement of skilled facilitators to work with small groups during the workshops ensured participants had an equitable opportunity to establish the important areas which needed to be addressed in the strategy, the options to build them into the plan and achieve tangible product which was accurately documented.

The key findings from the design, implementation and evaluation of the community consultation process highlighted the importance of establishing a clear rationale for participation and setting objectives with a view to the desired outcomes of the process in both rational (product, output) and experiential terms.

From an agency perspective, the commitment to facilitating the development of the strategy and the future implementation work in partnership with other government agencies and with the community is supported through legislation that recognises the importance of community participation in decision-making. This requires commitment of people and financial resources and commitment to developing skills and experience in agency staff. Forging agency and community partnerships wherever possible in the process is critical to engendering ownership and responsibility for outcomes. Ongoing dialogue with agencies and the community about the strategy will encourage a further building of networks.

Case Study 6

Community Working with Government in achieving Conservation Objectives
Parks Victoria

Parks Victoria is actively seeking the involvement of local community groups in conservation programs, three short examples are provided.

Sherbrooke Forest Lyrebird Survey Group

The Sherbrooke Forest Lyrebird Survey Group has been monitoring the Lyrebird for over thirty years in Sherbrooke Forest that is within the Dandenong Ranges National Park, one of Victoria's most well-known parks. Data collected by the survey group has been used by park staff to determine trends in population and habitat improvements. The information collected by the survey group has been invaluable in developing successful management strategies such as fox control, weed control and community education.

Warrandyte State Park Community Rabbit Program
The Warrandyte State Park Community Rabbit Program is an example of public involvement in conservation programs across land tenures. Parks Victoria in conjunction with NRE, Local Government and other agencies worked with the local community to undertake a cross-tenure rabbit program which has resulted in a significant reduction in the rabbit population and regeneration of significant flora species. Over 1000 landholders have been involved in the joint program.

Friends of the Hooded Plover

The Friends of the Hooded Plover have been undertaking surveys and assisting park staff in the management of the threatened Hooded Plover at Mornington Peninsula National Park since the late 1980's. Data collected by the survey group, together with information campaigns and targeted predator and visitor management programs have resulted in a turnaround from a trend of reducing population numbers to increasing numbers of the species.

6.9 Volunteers (refer Case Study 7)

Agencies were asked if they maintain a volunteer program (all did), whether they have policies relating to volunteers and the type of work they are involved with (all did). Most agencies stated that employment of volunteers should not threaten paid positions and that volunteers should enhance, extend and reinforce the work of paid agency staff.

The range and type of work volunteers are involved with are included in section 3.4 of this report. Some agencies provide non-financial rewards and incentives to volunteers for their efforts including free camping, entry passes, apparel etc.

Case Study 7

Wildcare – Volunteers in Protected Areas
Andrew Smith, DPIWE, TAS

Wildcare was designed and established by the Community Partnerships Section of Department of Primary Industries, Water and Environment in 1997, and incorporated in 1998. Between 1998 and 2001;

- Membership has grown to 2037 (1 in 225 Tasmanians) and all are financial,
- 100,000 hours of voluntary work has been carried out,
- $50,000 has been granted to joint Department/Wildcare projects,
- Wildcare has provided the equivalent of $1.5 M of effort and funding to support natural and cultural heritage conservation and reserve management,
- 300 volunteers have attended formal training courses with more receiving project-specific skills training on the job (training has included facilitation skills, environmental education, track work skills, workplace trainer, plant conservation techniques, whale rescue, recording oral histories).
- 10 Community Action in Reserves groups have been established (Cradle Mountain, Narawntapu, Mt Field, Maria Island, Karst Mole Creek, Tasman Peninsula, Mt Direction Historic Site, Cheltenam Creek, Kate Reed, Little Swan Point).

Between September 2000 and September 2001the Adopt-a-Track program (a partnership between Wildcare and supported by the Community Partnerships Section), conducted 18 working bees with 115 volunteers on walking tracks throughout the state. Twelve track caretakers have now made a long-term commitment to caring for specific tracks by signing a partnership agreement with the rangers in their particular reserves.

6.10 Interpretation and Education

Agencies were asked what mechanisms they use for public participation in the planning and delivery of interpretive and education programs. Some agencies use volunteers to assist in the delivery of park education and interpretive programs. Others use visitor surveys to identify visitor needs. Indigenous communities are encouraged by some agencies to interpret their cultural heritage.

6.11 Visitor Monitoring

All agencies conduct visitor-monitoring programs that provide feedback to park Management. However, few agencies set targets or performance criteria to measure the success of public participation outcomes in relation to these programs.

6.12 Research and Monitoring

Agencies were asked how the public might be involved in research and monitoring programs. Agencies sought community input in identifying research needs and interests through ‘Friends Groups’ and formal bodies such as the NSW Biodiversity Advisory Council. NSW has developed, in association with Non Government Organisations, a Community Biodiversity Survey Manual. Many agencies encourage volunteers to work with researchers and to assist with wildlife surveys.

7. RECOMMENDATIONS

The following are recommendations for Agencies wishing to adopt a best practice approach to public participation in protected area management. It may be used by agencies as a checklist in order to ascertain the extent to which 'best practice' is being followed.

GENERAL

- ❖ Ensure that the agency has a comprehensive guiding policy concerning public participation
- ❖ Ensure that public participation is recognised as a major component of the agency's core business and corporate objectives
- ❖ Ensure appropriate structures are established to provide avenues for public participation in decision making
- ❖ Ensure that appropriate mechanisms are in place for effective participation with indigenous communities
- ❖ Ensure that adequate staffing and resources are provided to manage an effective volunteer program
- ❖ Ensure that avenues are available for the community to participate in appropriate park related activities such as interpretation, education, research and monitoring
- ❖ Ensure that staff are adequately trained in public participation techniques
- ❖ Ensure staff have access to a Public Participation Manual

PUBLIC PARTICIPATION PROGRAMS

- ❖ Ensure that stakeholders are aware of the terms of reference of public participation programs and that false expectations are not created
- ❖ Ensure that programs recognise the diversity of values and opinions that exist within and between communities
- ❖ Ensure that programs are adequately designed before being implemented
- ❖ Ensure that programs are tailored to meet the needs of the target audience/stakeholders
- ❖ Ensure that the content of public participation programs are comprehensive, balanced and accurate
- ❖ Ensure that programs are properly funded and can be implemented within a sufficient time-frame
- ❖ Ensure that equal opportunity principles are applied and that agencies do not propagate literacy, technology, cultural or other biases
- ❖ Ensure that support mechanisms and resources are committed to sustaining the program for its design life
- ❖ Ensure that programs provide feedback to participants, including recognition and reward
- ❖ Ensure that performance criteria are developed to measure the effectiveness of public participation programs and that programs are evaluated and reviewed at specific points in the program and/or within appropriate timeframes.

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APPENDIX 1

BENCHMARKING GROUP

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Parks and Wildlife Commission NT	Stuart Gold – stuart.gold@nt.gov.au
Queensland Parks and Wildlife Service	Leslie Shirreffs – leslie.shirreffs@env.qld.gov.au

Addition discussions were held with the Wet Tropics Management Agency
(Max Chappell – max.chappell@env.qld.gov.au)

APPENDIX 2

TECHNIQUES USED BY AGENCIES
TO ENHANCE PUBLIC PARTICIPATION
(From survey Q 3.3)

- Increased levels of social research (NSW),
- Voluntary conservation agreements, land for wildlife (most states),
- Establishment of consultative committees (most states),
- Development of Nature Conservation Trust, members appointed by Minister (NSW)
- Improved neighbour relations (NSW),
- Improved volunteers programs (NSW),
- Promotion of junior ranger program (NT),
- Integrated natural resources bill (SA),
- Grants to 'friends of the parks' groups (SA),
- Award system for volunteers (SA),
- Annual parks and wildlife festival (SA),
- Development of stakeholder management framework (Vic),
- Staff training in stakeholder management (Vic),
- Re-invigoration of park advisory committees (Vic),
- Cross cultural training (NT, Vic),
- Development of a public participation manual and staff training in its use (WA),
- Volunteer training (Tas),
- Establishment of stakeholder liaison groups, sub-regional stakeholder advisory committees and use of technical working groups involving community representation (WTMA).

APPENDIX 3

STAKEHOLDER GROUPS
(From survey Q 6.2)

NAME OF GROUP	COMPOSITION	HOW SELECTED
PARKS AUSTRALIA		
Statutory Boards of management for jointly managed national parks	Composition agreed between Minister and traditional owners. Majority traditional owners if park is wholly or mostly Aboriginal owned, plus at least one other rep. If in a State or self-governing Territory, must include at least one member nominated by the State or Territory.	Ministerial appointment
Advisory Committees (park specific)	Community members and/or reps from relevant interest groups.	By invitation
Friends and volunteer groups (park specific)	Open to public	Public advertisement
Tourism industry liaison groups (park specific)	Industry representation	By invitation
NEW SOUTH WALES		
Biodiversity Advisory Council		Ministerial appointment
Advisory Council	Stipulated in Act representing a range of expertise	Ministerial appointment
Advisory Committees	Reflect a range of community views at the local level	Ministerial appointment on recommendation
Biodiversity Strategy Working Groups	Key stakeholders in areas of delivery around strategy	Identified in State biodiversity strategy
NORTHERN TERRITORY		
Park Boards of Management	Predominantly traditional owners, stipulated in legislation	Ministerial appointment or recommendation
Local Management Committees	Predominantly traditional owners, stipulated in legislation	Ministerial appointment on recommendation
Advisory Committees	Stipulated in management	By invitation

	agreements	
QUEENSLAND		
South East Qld Forest Agreement Working Group	User group reps Traditional owners Other Govt Agencies	Nominated by groups
Masterplan Advisory Committee	Representatives of park interest groups	Nominated by groups
Wildlife Advisory Committee	Industry, carers, recreational groups and experts	Nominated by groups, experts appointed

SOUTH AUSTRALIA		
Friends of Parks Inc	107 groups	NPWS
Consultative Committees	12 members, broad cross section of community	Ministerial appointment, nominated by committees
NP&W Council & Advisory Sub-committees	5 members high profile citizens	Ministerial appointment
Community Reference Groups	Local stakeholders	Regional manager
Nature Foundation SA	15 councillors, hundred of donors	Council selects Councillors

TASMANIA		
WHA Consultative Committee		
NPWS Advisory Council		
Community Consultative Committees		
Community Action in Reserves groups		

VICTORIA		
Research Partners Advisory Committee		Ministerial appointment
Grants Advisory Council		Ministerial appointment
Park Advisory Committees	Conservation, recreation, industry, community	Ministerial appointment
Parks Victoria Board	Conservation, business, scientific	Ministerial appointment
Friends groups	Community volunteers	Local community
Reference Area Committee	Scientific	Minister
Local Advisory groups	Conservation reps, recreation/user groups	Variable, can be selected by regional manager

Tourism industry user groups	Tour operators	

WESTERN AUSTRALIA		
MPRA	Industry and marine experts	Ministerial appointment
TIRG	Tourism industry	invited
Community Advisory Committees	Various	CEO appointment
Conservation Commission	Industry, park mgt experts, aboriginal interests	Minister
Native based tourism research reference group	University	Invited by CALM
Industry liaison groups	Stakeholder	Self selected

WET TROPICS MANAGEMENT AGENCY		
Community Consultative Committee	Up to 13 members representative of stakeholders & community groups	Appointment by Wet Tropics Board
Scientific Advisory Committee	5 core members scientists from disciplines relevant to management of WHA	Appointment by Wet Tropics Board
Landholders and neighbours liaison group	Landholders & neighbours from surrounding regions	Appointment by Wet Tropics Board
Conservation sector liaison group	Reps from regional and state conservation organisations	Board invites NGO's to nominate reps
Subregional precinct advisory committees	To be determined	To be determined
Bamba Wabu (Rainforest Aboriginal liaison)	Not in operation	

APPENDIX 4

FORCE FIELD ANALYSIS

Factors helping and hindering public participation in protected area management. These factors were identified at the workshop held in Darwin on 9&10 August 2001.

Helping	Hindering
Pressure for participation	Difficulty in identifying best practices
Greater public awareness	Reluctance of government to share power
Government policies supporting the concept	Fear of time/resource implications
Individual will (champions)	Community scepticism/apathy
Increasing recognition of social capital	Not understanding how communities want to be involved
Established processes/mechanisms	Entrenched work practices
Pay-offs from previous capacity building	Lack of commitment to outcomes
Realisation that organisations need community support	State jealousies/competition
Evidence of good outcomes	Inflexible legislation
Social conscience in organisations	Inflexible attitudes
Networks	Difficulty identifying appropriate performance measures
Better understanding of what involvement is	Focus on inputs as measures
	CNPPAM reports not acted upon

APPENDIX 5

ANZECC WORKING GROUP ON NATIONAL PARKS AND PROTECTED AREA MANAGEMENT

PUBLIC INVOLVEMENT IN PROTECTED AREA MANAGEMENT

QUESTIONNAIRE

The Purpose of this Survey

The purpose of this survey is to gather data from a variety of protected area management Agencies throughout Australia and in selective overseas countries concerning public involvement in protected area management.

The survey is designed primarily to identify and provide an inventory of what is currently being undertaken across Agencies rather than seeking to explore strengths and weaknesses of current processes or issues.

In addition to the information provided by this survey, a literature review and workshop with member Agencies will be undertaken to identify "best practice" initiatives and benchmarks in relation to public participation in protected area management.

All Agencies involved in this survey will be provided a copy of the final report, which will provide information on what is considered to be "best practice" and strategies that Agencies can employ in order to improve their performance in this important area.

If you have any problems completing this survey or require further clarification of any of the questions please contact the Project Coordinator, Mr Stuart Gold on Phone (08) 89994481, Fax (08) 89994558 or email: **stuart.gold@nt.gov.au**. Completed Survey forms should be returned to the Project Coordinator by COB Friday 6 April 2001.

Thank you for your co-operation.

Definitions

cooperation (agreement to comply)
consultation (invited to provide input into decision-making process)
collaboration (involvement in decision making)
partnership (sharing decision making)
self directed action (autonomy in decision making)

QUESTIONNAIRE

1. Legal

1.1 Does your legislation require formal public involvement in protected area management?

Yes No

If so, please describe the areas and processes required for public involvement.

-Identifying new protected areas

-nominating new protected areas

-revoking protected areas

-commenting on draft management plans

- establishment of management committees

-other (please state)

_____
_____
_____
_____
_____

1.2 Are targets/goals set for the achievement of public participation outcomes concerning legislative responsibilities?

Yes No

If so please provide examples.

_____
_____
_____

1.3 What measures are used to gauge the effectiveness of these processes, if any?

_____
_____
_____

2. Policy

2.1 Does your State Government have a stated policy regarding public participation?

Yes No

If so how is the policy executed eg commitment to a body such as a National Parks Advisory Council.

_____
_____
_____

2.2 Does your agency have a stated policy regarding public participation in protected area management?

Yes No

If so please provide a copy of the policy as an attachment to this questionnaire.

What performance measures are used to gauge the effectiveness of this program?

3. Corporate

3.1 Is public involvement in protected area management a corporate commitment or major plank in the corporate strategy?

Yes No

If so what are the specific actions related to this corporate objective.

3.2 Please list the reasons for your organisation's involvement in public participation in protected area management in priority order.

3.3 Is your organisation actively seeking to enhance public participation in protected are management?

Yes No

If so what are some of the strategies being used?

3.4 What staff and financial resources have been allocated towards managing public participation within the organisation (excluding volunteers as this is dealt with in a later section)?

_____
_____
_____
_____

3.5 Has public participation been built into budgeting for capital and recurrent funding projects?

Yes No

If so what % of project funding is allocated to public participation?

_____%

3.6 What resources have been allocated to train agency staff in public participatory techniques and what type of training is provided?

- facilitation skills
- negotiation
- conflict resolution
- presenting
- community consultation
- other (please state)

_____
_____
_____
_____

3.7 Are targets/goals set for the achievement of public participation outcomes at a corporate level?

Yes No

If so please provide examples.

3.8 What performance measures are used to gauge the effectiveness of these corporate programs, if any?

_____
_____

4. Participation in Planning Processes

4.1 What mechanisms does your organisation provide for public involvement in the development of plans of management?

- involvement in identification of issues and/or solutions
- invited to comment on draft plans
- other (please state)

_____
_____

4.2 What performance measures are used to gauge the effectiveness of this program, if any?

_____
_____

4.3 Are targets/goals set for the achievement of public participation outcomes concerning plans of management?

Yes No

If so please provide examples.

_____
_____

5. New parks/reserves

5.1 Is the public involved in the identification and selection of new national parks, marine parks and other protected areas?

Yes No

5.2 What is the mechanism by which this public involvement is obtained? Is it through the park agency or some other arm of government or statutory authority?

_____
_____
_____
_____

5.3 Are targets/goals set for the achievement of public participation outcomes concerning identification of new parks/reserves?

Yes No

If so please provide examples.

_____
_____
_____

5.4 What performance measures are used to gauge the effectiveness of this program?

6. Stakeholder liaison

6.1 What mechanism(s) does your organisation provide for stakeholder liaison? Please state the primary mode of participation with regard to these liaison mechanisms. Next to mechanism eg Friends Groups (C2).

- cooperation (C1)
- consultation (C2)
- collaboration (C3)
- partnership (P)
- self directed action (S)

Regular meetings ( )
Briefing Stakeholders ( )
Local Management Committees ( )
Advisory committees ( )
Advisory Council ( )
Park Management Boards ( )
Friends Groups ( )
Tourism, Industry liaison groups ( )

Other (please list)

6.2 Please indicate the composition of these groups and how they are selected

Name of Group	Composition	How selected

6.3 Do stakeholder groups involve regional communities?

Yes No

6.4 Does your organisation have policies for representativeness eg gender, youth, people with disabilities etc

Yes No

If so please name the policy

_____
_____
_____
_____
_____

6.5 Are targets/goals set for the achievement of public participation outcomes concerning stakeholder liaison?

Yes No

If so please provide examples.

_____
_____
_____
_____
_____
_____

6.6 What performance measures, if any, are used to gauge the effectiveness of these mechanisms?

_____
_____
_____
_____
_____
_____

6.7 Does your organisation maintain a stakeholder database, which is regularly updated?

Yes No

6.8 Does your organisation have staff who are dedicated to liaison with stakeholder groups?

Yes No

6.9 Does your organisation have guidelines/policies relating to Friends Groups?

Yes No

If yes, please provide a copy of the policy as an attachment to this questionnaire.

7. Indigenous involvement/partnerships

7.1 What is your organisations involvement with indigenous groups? Please state the primary mode of participation with regard to these activities eg Joint Management Agreements (P)

- cooperation (C1)
- consultation (C2)
- collaboration (C3)
- partnership (P)
- self directed action (S)

- Full park ownership ( )
- Joint Management Agreements ( )
- Assistance with IPAs (Indigenous Protected Areas) ( )
- Liaison concerning indigenous cultural issues in Park management ( )
- Seeking indigenous participation/consultation in the preparation of management plans ( )
- Assistance in other ways, if so please list ( )

_____
_____
_____
_____

7.2 Are targets/goals set for the achievement of public participation outcomes concerning indigenous involvement?

Yes No

If so please provide examples.

_____
_____
_____
_____

7.3 What performance measures, if any, are used to gauge the effectiveness of this program?

_____
_____
_____
_____

8. Community Nature Conservation

8.1 Does your organisation promote conservation agreements with private landholders? and/or involve the public in management of lands off-reserve for conservation purposes, including neighbors? (eg management of weeds/fire/ferals).

Yes No

If so please list the program and describe the mode of participation with regard to these activities eg Voluntary conservation agreements (C3).

- cooperation (C1)
- consultation (C2)
- collaboration (C3)
- partnership (P)
- self directed action (S)

_____
_____
_____
_____
_____

8.2 Are targets/goals set for the achievement of public participation outcomes concerning community nature conservation?

Yes No

If so please provide examples.

_____
_____
_____
_____
_____
_____

8.3 What performance measures are used to gauge the effectiveness of these programs, if any?

_____
_____
_____

8.4 Does your organisation have a “Friends of the Parks” group, or individual “Friends of the Park” groups?

Yes No

If so does the organisation contribute resources towards the group/s, and/or assist with administration and management?

Yes No

If yes, please state type and scope of contribution.

_____
_____
_____
_____
_____
_____
_____

8.5 Are targets/goals set for the achievement of public participation outcomes regarding "friends of the parks"?

Yes No

If so please provide examples.

_____
_____
_____
_____
_____

8.6 What performance measures, if any, are used to gauge the effectiveness of this program?

_____
_____
_____
_____
_____

9. Volunteers

9.1 Does your organisation maintain a volunteer program?

Yes No

If so please indicate the number of volunteers involved and the number of volunteer days per year.

No. Volunteers Involved: _____

No. Volunteer Days per year: _____

If so, what funds and FTE (Full Time Employment) levels are allocated towards management of volunteers within your organisation?

Funds _____

FTE _____

9.2 Does your organisation have policies/guidelines relating to volunteers and the type of work they undertake?

Yes No

9.3 What areas do volunteers operate in?

Interpretation

Planting days

Conservation programs

Other (please state)

_____
_____
_____
_____

9.4 Are targets/goals set for the achievement of public participation outcomes in relation to volunteer programs?

Yes No

If so please provide examples.

_____
_____
_____

9.5 What performance measures, if any, are used to gauge the effectiveness of volunteer programs?

_____
_____
_____
_____

10. Interpretation and Education

10.1 What mechanisms does your organisation provide for public involvement in the planning and delivery of interpretive and education programs, if any?

- seeking community input in identifying visitor needs/interests
- seeking participation of members of the public in the presentation of interpretive programs
- indigenous communities interpreting their cultural heritage on parks
- other (please state)

_____
_____
_____

10.2 Are targets/goals set for the achievement of public participation outcomes with regard to involvement in interpretation and education?

Yes No

If so please provide examples.

_____
_____
_____
_____

10.3 What performance measures, if any, are used to gauge the effectiveness of these activities?

_____
_____

11. Visitor Monitoring

11.1 Does your organisation conduct a formal visitor monitoring program?

Yes No

11.2 Does the program utilise information from the public to guide park management?

Yes No

11.3 Are targets/goals set for the achievement of public participation outcomes with regard to visitor monitoring?

Yes No

If so please provide examples.

_____
_____
_____
_____

11.4 What performance measures, if any, are used to gauge the effectiveness of the program, if any?

_____
_____
_____
_____

12. Research and Monitoring

12.1 What mechanisms does your organisation provide for public involvement in research and monitoring of the natural and cultural values of the parks?

- seeking community input in identifying research needs/interests
- seeking the participation of members of the public in undertaking research and/or monitoring
- Other (please state)

_____
_____
_____
_____

12.2 Are targets/goals set for the achievement of public participation outcomes concerning involvement in research and monitoring projects?

Yes No

If so please provide examples.

_____
_____
_____
_____

12.3 What performance measures are used, if any, to gauge the effectiveness of this program?

_____
_____
_____

13. Case Study

Please provide a short case study for your organisation of successful public participation in protected area management. (Please attach additional pages if necessary).

Please post, fax or email completed survey, by Friday 6 April 2001 to:

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