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- maintaining and improving an effective network of protected area managers throughout the world, building on the established network of WCPA;
- serving as a leading global forum for the exchange of information on issues relating to protected area establishment and management;
- ensuring that protected areas are placed at the forefront of contemporary environmental issues such as biodiversity conservation and ecologically sustainable development.

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Cover photo: The Network on National Parks played an important role in the organisation of the First Latin American Congress on National Parks and other Protected Areas. Photo: Juan Oltremari.

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Editorial

JENS BRÜGGEMAN

THIS ISSUE of PARKS is dedicated to Exchange and Partnership Programmes for protected areas. Several different international cooperation schemes between and for protected areas have evolved over the past two decades, underlining that access to and sharing of information, knowledge and experiences has become ever more important in nature conservation and for protected area managers. The initiatives presented in this issue exemplify schemes with different regional and thematic scope. IUCN's World Commission on Protected Areas recognised the potential of those schemes for improved protected area management and drafted ideas for a global PARKSHARE project (CNPPA 1996) which still needs to be developed and implemented.

Exchanges between protected areas can have different forms and objectives. There can be exchange of publications, information and knowledge by means of communication as well as actual site visits of protected area experts and staff. Through staff exchanges, park issues can be studied in the local context and protected areas can receive and provide technical advice, on-the-job training and work on joint projects. Protected area staff are able to meet and learn from people living in different countries and cultures, but who are all working for the same goal of nature conservation and sustainable development. Staff "exchanges" do not necessarily take place in a reciprocal manner, nor at the same time, but a true exchange involves learning on both sides; the visitor and the visited.

Exchanges between protected areas are an important component of protected area partnerships. Protected area partnerships have been agreed in many parts of the world, between transfrontier parks as well as between protected areas in different continents. Also known as "twinnings" or "sister park" arrangements, park partnerships are signed between at least two protected area authorities, usually located in different countries, and may involve supporting organisations, as well as research and training institutions including universities.

The term "partnership" implies a commitment of the partners involved with a view to long-term cooperation. It is also used to describe the cooperation between organisations working for protected areas. For example, the International Centre for Protected Landscapes in Wales (UK) operates its training and research programmes through partnership with educational institutions and conservation agencies around the world (Beresford 1999). Partnerships with regional, national and local organisations have also helped the Quebec Labrador Foundation/Atlantic Center for the Environment strengthen their exchange programme on Land Conservation and Stewardship (Brown and Mitchell 2000). Moreover, the cooperation between a specific protected area authority and its stakeholder organisations has been termed "public-private partnership".

The exchange and partnership initiatives presented in this issue share a common goal of strengthening capacity for conservation and protected area management. They differ in regional scope, thematic areas and specific objectives. They are – by no means exhaustive – examples of coordinated initiatives with a view towards long-term collaboration between protected areas in several countries or regions. Hence,





Signing a work plan of cooperation between protected areas in Hunan Province (China) and Finland. Photo: Lei Guang-Chun.

these initiatives can be called “programmes” because they go beyond individual, spontaneous park partnerships or one-off visits to protected areas.

In this issue of PARKS, Juan Oltremari and Kyran Thelen analyse the experience of the Latin American Technical Cooperation Network on National Parks, other Protected Areas and Wildlife. One of the driving forces for initiating this programme in 1983 was the desire to develop and strengthen regional technical capacities and to promote solutions based on local capacities and realities rather than being forced to accept technologies developed in the North.

With FAO providing the secretariat and involving 19 countries in Latin America and the Caribbean, the programme contributed to disseminating knowledge and expertise through numerous technical exchanges, workshops, training courses and technical documents and manuals. The authors believe that sub-networks, e.g. on Amazonian protected areas, will become more important in the future, because they may also be more attractive for possible donors.

A second example of South–South cooperation with a scope on the environmentally sound socio-economic development in the humid tropics is provided by Miguel Clüsener-Godt. This programme started in 1992 to strengthen the network of Biosphere Reserves in Latin America, Africa and Asia through research, monitoring and collaboration between these reserves. It is implemented by UNESCO, which provides the secretariat, United Nations University and Third World Academy of Sciences. Many international meetings, workshops, research projects and exchanges of scientists and experts have taken place, and emphasis was laid on publications and the dissemination of information e.g. through the internet.

Judith LaBelle presents the Countryside Exchange between the USA, Canada and the UK, which has recently been extended to include Japan. Beginning in 1987, this North–North exchange programme involves international multi-disciplinary teams of volunteer professionals working on development and conservation issues in a specific community, which is often located inside or adjacent to a protected area. The teams’ ideas and recommendations are presented to the host community for consideration, usually resulting in a dynamic process providing a “fresh set of eyes” both for the community and the team members.

The experience of a partnership between an Andean national park and an Alpine regional nature park is presented by Patrizia Rossi, who considers direct partnerships between parks to be very effective in building real and concrete cooperation. It is one of 15 North–South protected area partnerships established in the frame of the EU-funded Partnership and Exchange Programme which the EUROPARC Federation implemented in order to foster technical cooperation between protected areas in Europe, Asia and Latin America for the sustainable management of tropical forests.

Another partnership example between the UK and Nepal was presented by Haynes (1998) in an earlier issue of PARKS. Partnerships have also been formed between groups of protected areas or even between two countries' protected area systems (Brüggemann 1996, 1998).

Besides supporting the establishment of North–South park partnerships, promoting the exchange of protected areas staff and producing publications, a series of training seminars on common issues was organised for the staff of the partner parks participating in EUROPARC's Partnership and Exchange Programme. Javier Gómez-Limón presents the approach and experience of seven Spanish-speaking training seminars which included site visits to protected areas in order to study the real-life situation. He concludes that the obvious social, cultural and natural differences between partner parks from the North and the South proved to be an asset for eliciting a great wealth of responses and solutions to similar problems.

The possibility of participating in training seminars with protected area staff involved in other partnerships and the resulting contacts and networking can be considered a clear “add-on” benefit of a partnership forming part of a wider programme. Other add-on benefits include, for example, the publication and dissemination of documents, manuals and guidelines and the possibility of parks being able to refer to the coordination unit for guidance and advice. This is also true for the other exchange programmes run by FAO, UNESCO and the Glynwood Center presented in this issue.

The running of a programme, however, depends on the availability of external funding. While FAO and UNESCO are prepared to provide a secretariat for their exchange programmes, the EUROPARC Federation as a membership organisation representing Europe's protected areas has not been able to maintain a coordinating role for the inter-continental park partnerships: all Partnership and Exchange Programme activities ceased when EU funding ended in 1999.

The different exchange and partnership programmes show the value of programmes geared towards long-term cooperation between protected areas, the usefulness of site-based, application-oriented initiatives and mutual learning. Could there be a role for an IUCN/WCPA PARKSHARE initiative? Right from the outset, it should be clear that a PARKSHARE initiative can only be developed in collaboration and not in competition with existing programmes, and the output should be to the benefit of those who are involved in the management of protected areas. Moreover, any PARKSHARE initiative should draw on the institutional strength of IUCN's Programme on Protected Areas and WCPA as a global organisation with regional and thematic expertise.

PARKSHARE as a global programme could:

- be of service to existing exchange and partnership programmes and provide information on their scope, who can participate and how;
- provide a platform for advice regarding protected area partnerships and twinnings, including the identification of potential partners, good practice, monitoring and evaluation;
- identify and address the needs of and demands for capacity building, technology transfer and other services in those areas and on those topics not addressed by existing schemes, possibly in cooperation with other competent organisations.

The extent to which “partners” are willing to cooperate within the framework of a global PARKSHARE programme would depend on its responsiveness to the needs

expressed, the quality and usefulness of the services provided and the flexibility and agility of its management. Moreover, the programme should implement global as well as specific regional or thematic programmes in line with IUCN/WCPA's mission, and thus be attractive for a variety of international donors and cooperation agencies. Building on these recommendations and the strengths of already existing Exchange and Partnership Programmes, IUCN/WCPA as a global player developing PARKSHARE would have merits. There are some valuable lessons to be learned from the initiatives presented in this issue. I commend them to you.

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The Parks network: A technical cooperation programme in Latin America

JUAN V. OLTREMARI AND KYRAN D. THELEN

The countries of the Latin American and Caribbean region established a technical cooperation mechanism between developing countries as a way to complement traditional technical assistance received from developed countries. Its conceptual framework is based mainly on the exchange of knowledge and experience amongst the countries of the region, with emphasis on the use of their own resources. In this context, the present article describes and analyses the experience and prospects of the Latin American Technical Cooperation Network on National Parks, other Protected Areas, Flora and Wildlife, whose international technical secretariat is provided by FAO. Numerous institutions and specialists in the area of natural parks and protected areas from 19 countries of the region make up the Network. Special emphasis is placed on the results obtained after 16 years of the Network's operation and the aspects that need to be strengthened and its future prospects. The Network's activities are particularly related to technical exchanges between the personnel of national governmental institutions responsible for protected areas, production and dissemination of technical documents, training, and preparing and executing regional and sub-regional projects.

THE RELATIONSHIPS between poverty, degradation of natural resources and the loss of biodiversity are widely recognised. Poverty in Latin America often leads to undesirable actions necessary to meet basic human needs of rural communities. These actions are often the causes of soil degradation, leading to erosion, desertification, pollution, and threats to the survival of flora and fauna species.

The sustainable use of natural resources and achieving sustainable rural development should constitute a priority in the development strategies of Latin American countries if poverty is to be eradicated and biological diversity conserved.

The countries of the region are in a continuous process of searching for technical solutions to face the many challenges of developing sustainable forestry, agricultural and fisheries practices. These solutions should be based on local capacities and realities, contrary to many long-standing, traditional bilateral or multilateral technical assistance projects funded by developed countries, which often included technologies that are not appropriate to the physical, economic or cultural characteristics of the countries. While many benefits are obtained from technical and financial cooperation from developed countries, acceptance and understanding of local technologies is often easier to adapt, and more permanent, when coming from countries with similar development situations.

*More than 110 professionals from the eight countries of the Amazon basin have been trained through the sub-network on National Parks and Protected Areas of the Amazon Region.
Photo: Juan Oltremari.*





The Network on National Parks has organised and executed over 40 international workshops and seminars on subjects of common interest to the member countries.
Photo: Juan Oltremari.

of "Technical Cooperation Between Developing Countries" to complement traditional technical cooperation. The conceptual framework was based on the exchange of knowledge and experience amongst developing countries with emphasis on the use of their own resources. The purpose is to make better use of the potential existing in each of the countries of the region, with a view to increasing self-confidence in their own capacity.

In 1979, the FAO Regional Office for Latin America and the Caribbean initiated the promotion of nearly 20 Latin American technical cooperation networks in different fields related to agriculture, forestry, fisheries and rural development. From the beginning these networks paved the way for an active technical exchange process in what the countries considered priority fields and where possibilities for mutual enrichment were favourable. The first experiences in this respect were spontaneous and pragmatic, making flexible use of opportunities to transmit the lessons that had been learned. It was important to get technical exchanges underway and draw conclusions to consolidate and improve their future development.

The Latin American Technical Cooperation Network on National Parks, other Protected Areas and Wildlife was established initially by seven countries of the region at a round table meeting organised by FAO in Santiago, Chile in June 1983. The countries' representatives analysed common problems related to the management of protected areas and wildlife. An agency in each country was designated as the national coordinator and a regional coordinator of the Network was elected by the countries. The FAO Regional Office for Latin America and the Caribbean was requested to function as the international technical secretariat.

Later, two sub-networks were established under the aegis of the Parks Network. The sub-network on protected areas of the Amazon was created first in 1991 with the specific objective of contributing to the conservation of the Amazon region by increasing the technical, administrative and operative capacities and qualities of their protected areas. The second sub-network on wildlife was established in 1992 to promote the conservation and management of wildlife and its habitat as a way to preserve biodiversity and to improve the quality of life of the population in the Southern Cone countries.

New experiences, knowledge and development of technologies are not evenly distributed amongst the countries of the Latin American region. Considerable knowledge acquired by the more advanced countries of the region regarding sustainable use of their natural resources is not widely disseminated. These experiences are scarcely known in other countries.

The emergence of FAO sponsored networks

Following the 1978 UN Conference in Buenos Aires (Argentina), the Latin American countries initiated a programme

Objectives of the Parks Network

The Network established the following five principal objectives to guide the development of its programme:

1. To promote technical cooperation among the countries of the region, through joint activities, and the exchange of knowledge and experience.
2. To encourage human resources training at all levels.
3. To strengthen technical capacities of national institutions, particularly in identifying their problems and potentials, and articulating appropriate solutions.
4. To promote self confidence in the countries of the region in developing their technical knowledge and abilities.
5. To accelerate institutional development through more efficient utilisation of human, physical and financial resources existing in the countries of the region.

The Parks Network is now composed of institutions and specialists from 19 Latin American countries¹. At present it has more than 1,000 members, including governmental and non-governmental institutions and individual specialists.

Functioning of the Parks Network

Each country designates a national coordinator for the Network. The national coordinator is usually the national director of the institution responsible for the protected area system in the country. A regional council composed of five members representing the different geographic sub-regions is elected every two years by the national coordinators. The regional council is directed by a regional coordinator and an alternate elected by the council. The FAO Regional Office for Latin America and the Caribbean acts as the international technical secretariat and has the following general functions:

- to provide technical support in the preparation of the workplan;
- to coordinate financial and administrative support;
- to coordinate the evaluation of the Network's activities;
- to coordinate the preparation of technical and information documents;
- to organise the register of specialists and institutions.

In terms of financing, it is the principle of the technical cooperation networks to operate with the national institutions' own resources. Normally, contributions consist of professional work provided by national institutions, FAO technical support, and external contributions through regional or sub-regional projects and, in some cases, funds for specific activities. As may be expected, the amount of activities depends on the amount of external financing that can be arranged.

The following projects have provided fundamental support to the activities of the Parks Network:

- FAO/UNEP project on Management of Wild Areas, Protected Areas and Wildlife in Latin America and the Caribbean (1986–1993).
- FAO/UNEP project on Conservation of Biological Diversity in Wild Areas and Protected Areas in Latin America and the Caribbean (1994–1995).
- FAO/EU/TCA project on Planning and Management of Protected Areas of the Amazon Region (1996–1997; for the Amazonian protected areas sub-network).

¹ Argentina, Bolivia, Brazil, Colombia, Costa Rica, Cuba, Chile, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela.

With 16 years of experience, the results of the Parks Network have been very positive and had an important impact on national institutions. This impact is reflected in the increase in technical cooperation amongst the countries of the region, in joint work and the exchange of knowledge and experience among specialists and national institutions, the strengthening and modernisation of national technical capacities, and increased training.

Technical exchanges among the staff of national institutions

One of the main activities initially proposed for the Parks Network was technical exchange among the staff of the different national institutions. These exchanges operated under various systems. The most common situation was for a national Network member institution to request the FAO technical secretariat to provide a specialist to solve a specific problem in their country. The technical secretariat selected the specialist by making use of its data base and the information provided by the various national coordinators. The requesting institution usually paid per diem expenses, while the institution to which the specialist belonged maintained his salary. FAO, in agreement with other institutions, obtained the necessary funds for airline transportation and other expenses.

Many exchanges were carried out in this manner on a variety of topics. Examples include an analysis of the potential for protecting and utilising native forests of the Lanin Forestry Reserve (Argentina); an analysis of the situation of the red hummingbird (*Sephanoides fernandensis*) in the Juan Fernández National Park (Chile); a study of the habitat of the "huillín" (*Lutra provocax*) in Chile and Argentina; the conservation of resources in Los Cardones National Park and Valle Calchaquies (Argentina); the restoration and conservation of the Guayabo National Monument (Costa Rica), and a strategy for developing a national protected wilderness area system in Uruguay.

A trend is also emerging in which countries join efforts in order to achieve greater positive effects than those obtained with isolated or independent initiatives. An interesting example of this took place in the context of the FAO/EU/TCA project on Planning and Management of Protected Areas of the Amazon Region. The Amazon countries requested the Network's secretariat to organise multinational planning activities for planning protected areas. This technical exchange activity made it possible to apply criteria, concepts and methodologies to prepare management proposals in order to contribute to the planning process and validate methodological criteria. Several specialists from different Amazon countries, members of the Network, participated.

Similarly, the same Amazon Region project organised several binational work meetings, in which specialists from two bordering countries met to:

- analyse the joint work being undertaken by the countries in connection with their existing or proposed frontier protected areas;
- define strategies to coordinate actions between state offices responsible for the protected areas of the countries, as well as with the organisations participating in this field in the Amazon region;
- establish procedures and forms of complementarity between existing protocol channels in the countries, in order to avoid unnecessary duplication or overlapping of efforts;

- make a joint analysis of the legal status of border protected areas and identify the main problems or threats affecting these protected areas and their zone of influence;

- define a joint and coordinated work plan in aspects relating to the management programme of the protected areas, such as planning, administration, protection, public use, training, and so on.

Examples of these exchanges include the following:

- **Binational exchange Bolivia–Peru**, to analyse the joint work both countries had carried out in connection with the Madidi National Park and Integrated Natural Management Area (Bolivia) and

the Pampas sanctuary of Tambopata-Candamo Heath and Reserve (Peru), and to establish an integrated coordination and cooperation strategy.

- **Binational exchange Peru–Colombia**, for the purpose of analysing the proposal of a joint integrated management plan for the Putumayo river watershed, which takes into account the binational project Amacayacu (Colombia)/Yaguas (Peru) and La Paya (Colombia)/Gueppi (Peru). A pre-feasibility study of the areas has already been made.

- **Binational exchange Suriname–Guyana**, to analyse the present situation regarding policies and legislation for the establishment of management of protected area systems; to organise the elements for a joint action plan; and to establish a strategy for integrated coordination and cooperation in the field of protected areas.

During the 1990s, requests from the countries for exchanges in the form of technical assistance decreased to some extent. The Network also provided a vehicle for the organisation of regional events. For instance, there was an important participation of Network members in the activities of the 2nd and 3rd International Congresses on Natural Resources Management (1991 and 1993), at the 4th World Congress on National Parks and Protected Areas (Venezuela, 1992), and the Network played an important role in the organisation of the first Latin American Congress on National Parks and other Protected Areas (Colombia, 1997). In these events Network members acted as lecturers and participated actively in the preparation of documents.

Workshops/seminars on subjects of common interest

In recent years, the Network has organised and executed over 40 workshops and seminars on different subjects of common interest with support from a series of regional projects. The subject areas of the events, representing the priorities of the region, were selected in meetings of the Network’s national coordinators. A list of subjects is shown in Table 1.

The procedure normally used in these international meetings begins with the preparation of a national report by each country prior to the meeting, based on a



A field visit during a regional training course in the Amazon; an activity of the Network on National Parks. Photo: Juan Oltremari.

Table 1. Workshop subjects of common interest.

- planning of national protected area systems
- protected area system in the Gran Chaco
- natural resources management in protected areas
- frontier protected areas
- management of fauna and rural development
- *in situ* conservation of genetic resources
- mountain protected areas
- environmental interpretation in protected areas
- development of projects in matters relating to protected areas
- research on protected areas
- protected areas and local communities
- strategies for the management of fauna species
- management of Biosphere Reserves
- tourism in protected areas
- protected areas and biodiversity conservation
- Andean, Amazon and coastal areas
- planning of Amazon protected areas
- protected areas system of the Amazon region
- coordinated management of frontier protected areas in the Amazon region
- management of World Heritage Sites
- conservation and use of fauna in protected areas of the Amazon region

common structure developed by the Network's technical secretariat. The national reports are presented during the meeting, so that work groups can subsequently produce the expected results, for example, methodologies, a policy framework, strategies or action plans. Afterwards a workshop report including the main results, conclusions and recommendations and a technical document on the subject, resulting from the joint analysis of all national reports, are prepared and widely distributed.

This procedure has made a highly positive impact on national institutions, as it has generated results adapted to the conditions and priorities of the countries themselves. For example, several national institutions are now applying the policies developed by the workshops on different subjects related to protected area management. Neighbouring countries are also developing coordinated programmes which originated in workshops on protected frontier areas. Important efforts

are being made to integrate local communities in the management of protected areas, in accordance with the results of the workshop on this subject.

The positive impact on the national institutions could be successively analysed in each of the meetings. The differences existing within the region are also recognised, and the viability of applying the results generated by these international meetings equally to all the countries of the region is being debated. There are many proposals which fit very well in some groupings of countries, particularly when they share similar environmental, social or economic conditions. However, it is also the case that the recommendations do not fit quite as well with other sub-regional groups of countries with different biological, economic and cultural situations. Therefore, concentration of actions at the sub-regional level has made it possible to study the subjects in greater depth, resulting in proposals that are better adapted to local realities.

Technical documents and manuals

Over 40 technical documents and manuals, resulting from the activities of the technical cooperation mechanism, were prepared by the Network and widely distributed in the region, with no cost to the Network members. Many of these documents are the product of the aforementioned international meetings and refer to the subjects analysed in workshops and seminars.

The perception regarding the literature generated has been very positive. This evaluation is based on feedback from the Network members and the demand for this documentation manifested by the abundant correspondence received by the

Network's technical secretariat, requesting copies of publications. There are several reasons for this demand. The subjects discussed have always been priority issues for managers of national parks, protected areas and wildlife. An effort has also been made to issue increasingly attractive documents without cost to the members of the Network. Furthermore, literature in Spanish on the subjects dealt with is still scarce, although this situation has improved greatly in recent years as a result of the abundant and fruitful work of national and international inter-governmental and non-governmental agencies. The documents have also been directed to a broad audience, from technicians working in the field to professionals carrying out research and teaching in universities.

Some elements of these documents are now being considered for future distribution. Although many are of the opinion that the availability of printed matter is irreplaceable, it is inevitable that much of the documentation will increasingly be made accessible through electronic means because of the high cost, loss and damage of distributing printed matter by mail, and the need for more expeditious distribution systems. Electronic means will often be the only practical mechanism to reach the increasing number of technicians and professionals interested in this type of documentation, including municipalities, non-governmental agencies, universities and professional training centres, as well as the private sector.

***Flora, Fauna and Wild Areas* bulletin and circular letter**

The publication of the *Flora, Fauna and Wild Areas* Bulletin of the Network arose from the need to expedite communication between a wide range of specialists and institutions working in this field and to promote the exchange of information and specialised literature on subjects of common interest. To date 26 issues of the Bulletin have been published and distributed with no cost to Network members. Since 1992, the Bulletin has focused on specific subjects, such as the relationship between protected areas and local communities, the conservation of biodiversity, tourism, wildlife, training and specific environments such as the Andean and Amazon regions.

The Bulletin has gradually evolved from being a means of extension, information and news, to a markedly technical magazine publishing a number of articles dealing with the respective subjects at professional level. Simultaneously, support provided by UNEP projects made it possible to improve the quality of its printing and illustrations, producing a publication in great demand by the region's technicians and professionals, and especially from field staff. For several years, the Bulletin as a communications vehicle on the management of protected areas and wildlife has filled an important gap existing in Latin America. The Bulletin has also been useful for persons working in the field, administrators of protected area and guards, who had scarce information on experiences in other countries, including other zones within their own countries.

To complement the publication of the Bulletin, the Network issued a Circular Letter, which disseminated news and activities related with the Network of a highly informative nature. Unfortunately, due to the completion of projects which provided funding support for the Network, regular publication of both the Bulletin and the Circular Letter have been temporarily discontinued. However, renewed efforts are being made to find resources to resume these publications.

An important initiative in this respect, with a view to the future, is the recent initiative of the present regional Network coordination to distribute an Electronic Bulletin. The electronic format was preferred as a way to decrease the cost of distribution and also to expedite communication. The Electronic Bulletin will also disseminate information on governmental and non-governmental projects in preparation or execution in the various countries. Information on binational and regional initiatives will also be included, as well as information on the dynamics of protected area administrations in each country.

Short professional training courses

Although the workshops and seminars as discussed above have had an important training component, several formal training courses were carried out under the aegis of the Network. Subjects were varied and in line with the priorities established by the members.

An example of training in the context of the Network was a series of short courses carried out under the FAO/EU/TCA project on Planning and Management of Protected Areas of the Amazon Region as shown in Table 2.

Table 2. Regional courses carried out under the FAO/EU/TCA project on Planning and Management of Protected Areas of the Amazon Region.

■	Protected Area Planning in the Amazon Region, Carrasco National Park, Bolivia, 2–9 October 1996
■	Design of Protected Area Systems in the Amazon Region, periphery of Quito, Ecuador, 29 October–7 November 1996
■	Management and Control of Protected Areas in the Amazon Region, Anavilhanas Ecological Station, Brazil, 4–10 December 1996
■	Public Use of Protected Areas in the Amazon Region, Manu National Park, Peru, 10–15 April 1997
■	Extension and Community Relation in Protected Areas of the Amazon Region, Amacayacu Natural National Park, Colombia, 20–20 August 1997

These courses alone have made it possible to train over 110 professional technicians from the six Spanish-speaking countries of the Amazon sub-region in priority subject areas. The reaction from the trainees have been very positive. Continuing these kind of opportunities depends in great measure on the existence of regional projects. The costs of national and international travel, per diem, teaching material and secretariat, and highly qualified instructors is not easy to meet with the limited budgets of the national institutions.

The experience of the Network has shown that the theoretical and practical courses provided by qualified instructors in protected areas is very valuable. Nevertheless, when it is necessary to train a large number of people simultaneously, and available financial resources are scarce, distance training courses may be an increasingly effective option in the future. In this respect the Network and its Amazon sub-network have developed training materials for a distance learning course for protected area guards.

Preparation of various proposals for regional and sub-regional projects

The Network has fulfilled a fundamental role in the formulation and subsequent implementation of various regional projects to support its activities. The FAO/UNEP

programme and the EU/TCA project have been key initiatives in achieving the results described above.

In this respect, future plans aim at a permanent source of financing, in order to give continuity and adequate follow up to the progress made. However, practical considerations have made it necessary to reformulate some of the Network's original ideas, since at present one of the major difficulties to progress with activities is obtaining funds for actions involving all of the 19 member countries simultaneously. In this respect donors and financing agencies are tending to work more through sub-regions, for example, in the Andean, Amazon, Great American Chaco, Caribbean and Central America, to produce a greater impact from their investment.

Considering the new paradigm, the Network recently formulated three project proposals, including a second phase for the project on protected areas in the Amazon region and two initiatives for the conservation of biodiversity in the Andean protected area systems and in the Great American Chaco. As common elements the proposals include the formulation of action plans for connectivity among protected areas in priority ecoregions through biological corridors and protected frontier areas, the coordination of demonstration activities, and the strengthening of technical cooperation and training among the countries.

Conclusion

Although no systematic monitoring on the activities' effectiveness has been carried out, the results of the Parks Network appear to be highly positive and have had a beneficial impact on the respective national institutions. This assessment is based on opinions gathered through evaluations by the national coordinators and members. It can be observed in the increase of technical cooperation and training, the greater exchange of knowledge and experience, and in the improvement of technical capacities. With funding available, interest in carrying out joint work is considerable, especially in relation to transfrontier protected areas and wildlife management.

This would confirm the underlying reasons and main motivations for establishing these horizontal cooperation mechanisms. In other words, methodological proposals, political frameworks or other results of joint activities between the specialists and representatives of the national institutions are far more acceptable when they are generated by the interested and affected institutions themselves. There is no doubt that this way of working generates proposals and recommendations well adapted to local conditions and the countries' priorities.

There are also certain limitations when trying to generalise many particular subjects at the level of all the regional countries. What is valid for some countries of the Region is not always valid for others. Therefore results to be applied to all cases need to be of a more general rather than specific level. The comparison of policy proposals on biodiversity conservation in environments as diverse as the Amazon, Andean and coastal environments is a good example to illustrate this situation. Despite recognising distinct situations for these three environments, policy recommendations did not differ substantially, because it was not possible to deal with specific aspects in depth.

This leads us to believe that, to increase effectiveness, future technical cooperation should tend to focus not only at the regional but also at the sub-regional level. The participation of small groups of countries sharing geographic and ecological areas should be considered of high priority. This does not mean disregarding those

activities that are of mutual benefit for the countries of the region as a whole, such as training courses, preparation of technical documents, regional communications, exchange of experiences on specific subjects, and others. However, it appears that in future, activities extended to the entire region are likely to be by-products of sub-regional initiatives (binational or multinational), and not necessarily the main products to justify and originate a project to support these horizontal activities.

Financial sources seem to concur on this line of thought, in view of the marked preference for national conservation projects or projects grouping only a few countries around a shared environment. According to this, the Parks Network is currently engaged in formulating project proposals on priority environments, involving groups of countries in the region. This follows the trend of planning protected areas in the context of bioregional planning and management including state and private areas of various management categories, buffer zones, and biological corridors. This approach calls for a change in the scale of work and requires new institutional capacities, coordinated work, application of participative schemes and ample institutional cooperation.

There must be strong arguments to demonstrate the benefits to be obtained from multinational activities above the “base line”, considering that protected areas do already exist and that the countries are also receiving important financial collaboration for their consolidation and management. Hence, there must be strong commitment on the part of national institutions to conduct joint activities in critical ecoregions because threats to biodiversity do not stop at the administrative borders of the countries. Unless such conviction and commitment exists, the opportunity for joint work at the sub-regional or binational level will be lost and the remaining Latin American countries will be deprived of the benefits of demonstration experiences and other complementary activities of a regional nature.

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Sustainable development in the humid tropics: nine years of South-South cooperation

DR. MIGUEL CLÜSENER-GODT

The major goal of the Programme on “Environmentally Sound Socio-Economic Development in the Humid Tropics”, which is implemented by UNESCO, UNU and TWAS, is to test instruments for South-South Cooperation in humid tropical areas with special emphasis on network building, technology transfer and improvement of management know-how for Biosphere Reserves. The need to foster South-South Cooperation and the perspectives opened by UNCED through the Conventions on Biological Diversity and on the Protection of the Atmosphere provided an opportunity to move concretely on how to harmonise conservation of ecosystems in the Tropics with a sustainable and decent livelihood for the inhabitants as a basic requirement for development. Throughout its 9 years of existence, the Programme has improved the exchange of information, of research results and of scientists, particularly with respect to preservation and sustainable use of biodiversity. It has also disseminated knowledge of comparative research through publications and network databases. The World Science Conference, held in Budapest in June 1999, included the South-South Cooperation Programme in the list of priority follow-up activities.

“If South-South cooperation is about sharing expertise, then it also requires that we build a Southern knowledge and resource base. Ideas born out of our direct experience are more likely to be appropriate in helping us to overcome our unique problems.” Nelson Mandela (Statement at the opening ceremony of the Second Meeting of the Council of Representatives of the South Centre, New York, USA, 21 September 1998).

THE PROGRAMME on “Environmentally Sound Socio-Economic Development in the Humid Tropics” is being implemented jointly by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) in Paris, the United Nations University (UNU) in Tokyo and the Third World Academy of Sciences (TWAS) in Trieste. UNESCO has been the Executing Agency of the Programme through its Division of Ecological Sciences, Programme on Man and the Biosphere (MAB). Germany through the Federal Ministry for Economic Cooperation (BMZ) sponsors the Programme. Initially approved for a three year duration between October 1993 and December 1996 and a budget of US\$ 750,000, the South-South Cooperation Programme was extended for another four years until December 2000. Furthermore, the programme has been able to generate supplementary funding of about US\$400,000 from the UNU, TWAS, Japan, the European Union and from countries in which it developed its activities.

This Programme follows up the recommendations of the Conference on Environmentally Sound Socio-Economic Development in the Humid Tropics, held from 13 to 19 June 1992 in Manaus, Brazil, which was the first follow-up to the United

Nations Conference on Environment and Development (UNCED) held in Rio de Janeiro aiming at putting into action the recommendations of Agenda 21 adopted at UNCED, especially the Convention on Biological Diversity.

The most important output of the 1992 Conference in Manaus was a clear statement of the need to establish comprehensive inventories of research institutions working in the humid tropical areas and of the past and ongoing research carried out in order to avoid duplication of efforts, identify gaps and acquire a more complete picture of the range of opportunities for mutual learning through exchange of experience, of young and senior scholars, and establishment of parallel and joint projects.

Confronting the variety of ecological and social configurations in the various parts of humid tropical areas of the world could improve our knowledge of the functioning of these complex and fragile socio-ecosystems and lead to the formulation of transition strategies towards sustainable development. Much can be gained by studying comparatively across the South the successful cases of management of resources and development processes responding to the three criteria of social equity, ecological sustainability and economic efficiency.

Throughout its nine years of existence, the Programme has followed these guidelines and moved towards their implementation by helping to identify the means to strengthen institutionally local capabilities for research, training and management of sustainable use of renewable resources and by recommending possible actions in this field.

Brief description of the programme

In the context of humid tropical regions, special attention is given to the strengthening of Biosphere Reserves and rational use of biodiversity for the benefit of local and indigenous populations and the countries concerned, involving: (i) rehabilitation of degraded areas; (ii) agroforestry; (iii) forest ecology and (iv) sustainable land use. For this purpose, the Programme strengthens the network of Biosphere Reserves in Latin America, Africa and Asia aiming to implement conservation of ecosystems in the Tropics with sustainable development. Research, monitoring and collaboration between these reserves focuses on testing hypotheses in the field of sustainable use of biodiversity and on identifying the relevant technologies and know-how with potential for the conservation and sustainable use of biodiversity for existing and planned Biosphere Reserves. Strengthening the economic dimension within an environmentally sound sustainable development and improving the use of economic instruments for achieving sustainable development, by improving management structures of Biosphere Reserves with regard to financial autonomy, is also a basic objective of the Programme.

The exchange of experience in buffer zone development of Biosphere Reserves, training of Biosphere Reserve managers and participation of local and indigenous people are also organised. The Programme has strengthened already existing capacities, rather than building new institutions, implemented their evaluation and full utilisation and increased the local capacity for carrying out management, research and training in the humid tropics.

General activities

The South–South Cooperation Programme is organised by a series of interregional meetings (see Table 1). The fifth meeting in May 1999 in the Institute for Ecology in

Xalapa, Mexico, has evaluated all the activities of the Programme and has prepared its future targets. Challenges and discussion items in the further development of the South–South Cooperation Programme including the strengthening of intellectual cooperation with UNU have been discussed, as well as the possible development of a new “South–South Cooperation Programme in Temperate Zones” benefiting from

Table 1. *Major events of the South–South Cooperation Programme 1992–2000.*

<p>First Interregional Conference on “Environmentally Sound Socio-Economic Development in the Humid Tropics”, Manaus, Brazil, 13–19 June 1992, UNESCO/MAB, UNU, TWAS, UNAMAZ, INPA.</p>
<p>International seminar on the “Regeneration of Fallows in Tropical Africa”, 8–12 December 1992, Abidjan, Côte d’Ivoire.</p>
<p>Set up of a doctoral course on “Environment and Development in the Humid Tropics” at the Federal University of Pará, Belém, Brazil. First informal meeting, UNESCO headquarters, Paris, France, 14–15 January 1993.</p>
<p>“South–South Cooperation Programme”, second interregional meeting, Chiang Mai University, Chiang Mai, Thailand, 25–29 May 1994, UNESCO/MAB, UNU, TWAS.</p>
<p>“South–South Cooperation Programme”, third interregional meeting, Mananara-Nord, Madagascar, 19–23 June 1995, UNESCO/MAB, UNU, TWAS, UNESCO-UNDP Project on Sustainable Development of the Mananara-Nord Biosphere Reserve.</p>
<p>Regional workshop on “Management of Biosphere Reserves in Latin America and Programmes for Sustainable Development”, Nucleus for Higher Amazon Studies (NAEA), Federal University of Pará, Belém, Brazil, 11–14 December 1995.</p>
<p>International workshop on “Biosphere Reserves and Extractive Reserves: Biodiversity Conservation and Ecodevelopment in the Humid Tropics”, Belém, Brazil, 6–8 May 1996, UNESCO/MAB, UNU, TWAS, the Brazilian Government and the Association of Amazonian Universities (UNAMAZ).</p>
<p>International workshop on “Biovillages and Eco-Development”, Madras, India, 19–21 August 1996, UNESCO, UNU, TWAS, Swaminathan Foundation.</p>
<p>Regional Conference for “Forging Cooperation on Africa’s Biosphere Reserves for Biodiversity Conservation and Sustainable Development” Dakar, Senegal, 7–9 October 1996.</p>
<p>First international congress on “Research and Management in the Beni Biological Station: 10 years of Contribution to National Environmental Management”, Trinidad, Beni, Bolivia, 2–6 December 1996.</p>
<p>Regional workshop on “Community-based Protected Area Management: People Participation to Enhance Protected Area Management”, UNESCO Office for Science and Technology, Jakarta, Indonesia, 3–6 March 1997.</p>
<p>International seminar on “Science and Technology for a Modern Biomass Civilisation”, Rio de Janeiro, Brazil, 4–5 September 1997, UNESCO/MAB, UNU, TWAS and Brazilian Ministry for Science and Technology.</p>
<p>“Yachas-Mamos Meeting”, Peguche and Quito, Ecuador, 28 October–5 November 1997, Fundación Omaere.</p>
<p>“South–South Cooperation Programme”, fourth interregional meeting, Kunming and Xishuangbanna Biosphere Reserve, China, 8–13 December 1997, UNESCO/MAB, UNU, TWAS.</p>
<p>International meeting for the “Promotion of Sustainable Development through International Cooperation in Portuguese-speaking African Countries (PALOP)”, Sesimbra, Portugal, 17–22 May 1998, University of Lisbon, Ibero-American Biosphere Reserve Network (CYTED).</p>
<p>“South–South Cooperation Programme”, fifth interregional meeting, Institute for Ecology, Xalapa, Mexico, 19–23 May 1999, UNESCO/MAB, UNU, TWAS.</p>
<p>“South–South Cooperation Programme”, sixth interregional meeting, University of Santa Catarina, Florianópolis, Brazil, 5–7 December 2000, UNESCO/MAB, UNU, TWAS.</p>

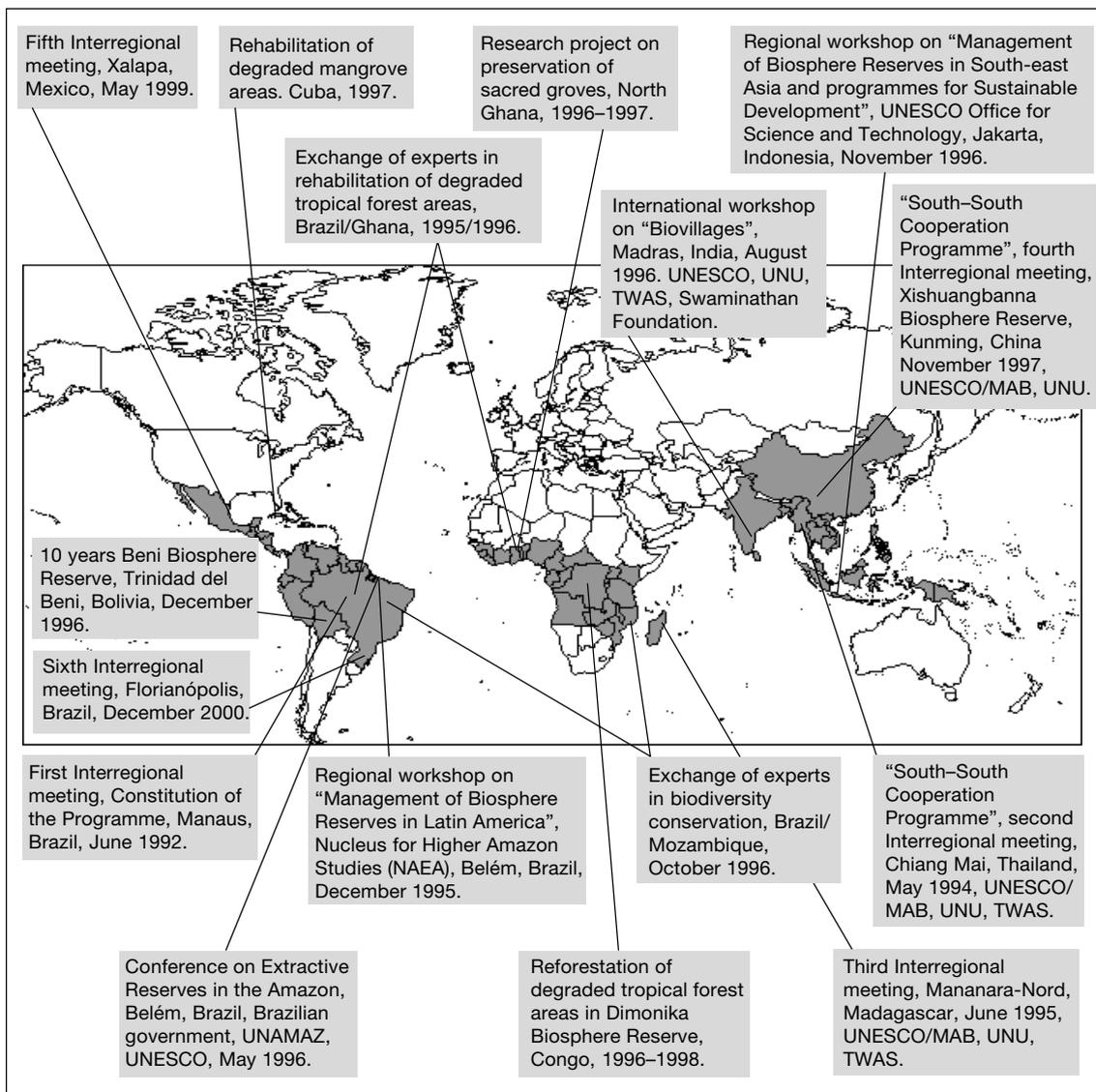


Figure 1. Some major activities of the South-South Cooperation Programme 1992–2000.

the experience gained in the humid tropics. A series of donor agencies and intergovernmental bodies were also invited.

In the following text, the major activities and outputs of the South-South Cooperation Programme will be reviewed, such as meetings, projects, exchange of scientists and experts, and publications and dissemination of information. The diagram above shows some major activities of the South-South Cooperation Programme from 1992–2000.

Meetings, seminars and conferences

A regional workshop on “Management of Biosphere Reserves in Latin America and Programmes for Sustainable Development” was held in December 1995 at the Nucleus for Higher Amazon Studies (NAEA) situated at the Federal University of Pará,

Belém, Brazil. This workshop brought together many scientists and managers working in or around Biosphere Reserves or similar managed areas of Latin America. It synthesised information on the management of Biosphere Reserves in Latin America with the aim to build up a methodology analysis for this region and the dynamics of their socio-economic values. Furthermore, the workshop was followed by an International Seminar on “Nature Reserves, Biosphere Reserves and Sustainable Development” in Latin America.



Traditional techniques for rice harvesting in the Manara-Nord region, Madagascar. Photo: M. Clüsener-Godt, UNESCO, 1995.

In May 1996, an international workshop on “Biosphere Reserves and Extractive Reserves: Biodiversity Conservation and Ecodevelopment in the Humid Tropics” took place in Belém, Brazil. It was organised by the Brazilian Government, the Association of Amazonian Universities (UNAMAZ), UNU, UNESCO and TWAS. During this workshop, the important Brazilian experience on extractivism (harvest of natural products for trade) has been compared with experiences in India, Mexico and Madagascar.

An international workshop on “Biovillages and Eco-Development” took place in Madras, India, in August 1996, jointly organised by UNESCO, UNU, TWAS and the M. S. Swaminathan Research Foundation. In this workshop, participants from Ghana, Nigeria, Madagascar, China, India, Thailand, Malaysia, Brazil, Colombia and Mexico exchanged information about management of protected areas and ecodevelopment in rural areas.

In December 1996, the Programme gave considerable support to the first international congress on “Research and Management in the Beni Biological Station (Bolivia): 10 years of Contribution to National Environmental Management” which studied 13 years of existence of the Beni Biological Station/MAB Reserve. The congress highlighted that pursuing environmental education, directing scientific research towards the elaboration of sustainable development alternatives, improving dissemination of research results and involvement of the population, and better ways of integrating socio-economic development with the conservation of natural resources, were the most important task to deal with in the coming years. A report of this congress has been published jointly with the Smithsonian Institution.

In March 1997, a regional workshop on “Community-based Protected Area Management: People Participation to Enhance Protected Area Management” has been held in the UNESCO Office for Science and Technology, Jakarta, Indonesia.

The international seminar on “Science and Technology for a Modern Biomass Civilisation”, which took place at the Centro de Estudos em Energia (ENERGE) of the Federal University of Rio de Janeiro, Rio de Janeiro, Brazil, in September 1997, was part of the preparations for the General Meeting of the Academy of Science of the Third World and was jointly organised by UNESCO, UNU, TWAS and the Brazilian Ministry for Science and Technology. The seminar discussed the scientific priorities and technologies necessary for the advance of a modern biomass civilisation, with an emphasis on the place and role of tropical countries.



South-South cooperation meeting in Mananara-Nord, Madagascar. Announcement of the meeting throughout the Biosphere Reserve. Photo: M. Clüsener-Godt, UNESCO, 1995.

Province in China, a field trip in the Xishuangbanna Biosphere Reserve was organised. This meeting brought together more than 100 participants from more than 20 countries throughout the humid tropics of the world, to discuss “Multiple Resource and Land Use Planning in Biosphere Reserves and Similar Managed Areas as Subject for Ecodevelopment”. The main topics of the workshop were the multiple resource use and integrated land use planning in Biosphere Reserves and similar managed areas with the participation of local population as a subject for ecodevelopment. Furthermore, the exchange of experience of land tenures and the analysis of different land use and land cover by using similar crops and their relation to environmental change in the humid Tropics were discussed. A special issue of the *South-South Perspectives* (No. 5) has been prepared on this workshop.

The international meeting for the “Promotion of Sustainable Development through International Cooperation in Portuguese-Speaking African countries (PALOP)” was held in May 1998 at Sesimbra, Portugal. It was organised by the University of Lisbon, with the scientific support of the Ibero-American Biosphere Reserve Network and the University for International Cooperation in Costa Rica. It brought together participants from the PALOP countries (which are Angola, Cape Verde, Guinea-Bissau, Mozambique, São Tome and Príncipe) together with Portuguese scientists and technicians, representatives of the Ibero-American Biosphere Reserve Network as well as participants from Brazil, Costa Rica, Ecuador and Mexico. The objective of this meeting was to establish a horizontal cooperation Programme in Portuguese-speaking African countries to promote human development in harmony with nature and effectively struggle against poverty (Pité and Müller 1999). This would enable rural populations to enjoy better living conditions and encourage the return of urban underprivileged populations to rural areas. At the meeting, various development and conservation projects were presented in which the indigenous and rural populations of Latin America actively participate. Different methodologies were discussed that could serve as models for the preparation of future cooperation projects. The situation in each of the PALOP countries was also presented. Moreover, scientific and technical cooperation mechanisms operating between the member countries of the Ibero-American Biosphere Reserve Network and the PALOP countries were discussed, including possible sources of funding.

The South-South Cooperation Programme gave also support to the Fundación Omaere in October and November 1997 for the organisation of a study meeting in Ecuador of the Mamos and Yachas indigenous groups. This meeting initialised the establishment of continuous cooperation mechanisms among the different groups in order to allow them to network and to exchange experiences, information and develop joint programmes.

On the occasion of the fourth interregional meeting of the Programme, which took place in December 1997 in Kunming, the capital of the Yunnan

Projects on sustainable development and conservation

The Programme has continuously supported a series of applied research projects, such as the rehabilitation of degraded tropical forest land in the Dimonika Biosphere Reserve in Congo (Diamouangana 1995) or the rehabilitation of degraded mangroves in Cuba (Alvarez and Garcia 1995).

A project in the Mananara-Nord Biosphere Reserve, in Madagascar, started in 1995 and is planned until 2001 (Raondry *et al.* 1995). The strategy of this project is to make every effort to involve local population directly in the decision-making, the planning and the implementation of the activities to ensure that planning takes place at grassroot level and to promote self-development. Respectful of cultural traditions, the activities take into consideration the participants time schedule, their working place, their social organisation, and their available resources and competence.

A project entitled “Esukawkaw Forest Reserve and its Anweam Sacred Grove (Ghana)” started in early 1997 to realise a scientific study on the biological diversity and ethnobiological aspects of nature protected area (Amoaka-Atta 1998) as a basis for future programming of environmentally sound socio-economic development of the local people.

“Assessing Effective Strategies for Decentralised and Participatory Management of Biodiversity Resources” is a study which started in 1997 with an effort to assess various participatory and decentralised strategies across the world in such a way that the essential elements for their success and failure can be understood in depth. The objective was to build on earlier experiences and to identify those critical elements that are individually necessary and collectively sufficient for any decentralised strategy of conservation to succeed.

The project, by the Centro de Ciências de Saude of the University of the Vale do Rio dos Sinos, São Leopoldo, Brazil, entitled “Evaluation of Faunistic Biodiversity Losses in the Coastline of Rio Grande do Sul, Brazil” studied the coastal area between Pinhal and Tavares in 1997 and 1998.

In 1998, the project “A Community-based Plan for the Prevention of Fires in the Municipalities of Santa Iracema do Alto Alegre and Mucajaí, State of Roraima, Brazil” was implemented, aiming in particular to set up Community Assemblies in municipalities and foster awareness on fires by selecting community leaders and community monitoring groups, setting up of fires and fire-fighting, fostering the awareness of local groups about general measures to prevent and manage fires, and planning of an awareness-raising campaign. Moreover, it aimed to give technical assistance in the prevention, contingency and mitigation of fires in the selected municipalities by preparing guidelines for the use of the land with a special emphasis to the risk of fires, advising the formulation of an alternative model of rural occupation, and executing the awareness-raising campaign.

In 1998–1999, support was given to the Institute of Environmental Education and Research, Pune University in India, for the implementation of an environmental awareness-raising course entitled “Diploma in Environment Education for School Teachers”. Its objectives were in particular: (i) to organise training workshops for teachers on environment education; (ii) to develop a programme through trained environment educators to assist teachers aimed at creating a self-supporting programme run by teachers; (iii) to provide local specific training material on environment education; (iv) to publish local specific environment education material

for wider utilisation and (v) to organise nature conservation activities to study, monitor and increase environmental awareness on local issues in neighbourhood communities.

Exchange of scientists and experts

Throughout the Programme a series of joint studies and exchange of experts and scientists were organised, with the aim of sharing information, data and approaches between scientists from different countries.

The first exchange started in 1996 with the participation of two scientists, one from Mozambique and the second from Brazil, giving rise to the study “Biodiversity Conservation in Mozambique and Brazil” (Rufai Mendez 1997). Several study grants were made available for participants from Ghana (Influence of Forest Regrowths and Soil Types on the Growth of Brazil Nut on a Degraded Pasture in the Amazon), Brazil (Lages 1996), India and Colombia. Further exchanges have been organised between Madagascar, Indonesia, India, China, Bolivia and Brazil.

A comparative study on “Building Sustainable Livelihoods for Rural Communities in the Humid Tropics” was also implemented by scholars from India and Brazil, aiming to compare the environmental and social impacts of large scale mining activities in two of the ecologically fragile areas of the humid tropics: Goa in India and Southern Pará in Brazil. The principal concern is to build sustainable livelihoods for rural communities situated in areas adjacent to large-scale mining projects.

A study grant was awarded in 1997 to a Brazilian researcher to carry out, at the National Commission for UNESCO of Mozambique (CNUM), a one-month study on biodiversity conservation in Brazil and Mozambique. In 1998, a study grant was awarded to an Indian researcher allowing him to participate at a meeting in Paris to discuss about the production of a volume on South–South Cooperation in particular and the future of the Programme in general. Finally, the Brazilian participation at the conference “Amazonia 2000: Development, Environment and Geopolitics” held in London in June 1998 was made available with a study grant.

Publications and dissemination of information

The expansion of training activities called for a systematic effort in producing state-of-the-knowledge reports and educational materials, using a range of comparative case studies, a catalogue of sustainable development experiences and an inventory of training opportunities in the world. In the following, some of the main publications of the Programme are briefly presented.

A state-of-the-knowledge report on Latin America was published by UNESCO and UNAMAZ (Clüsener-Godt *et al.* 1992); another state-of-the-knowledge report focuses on perspectives from Asia and Africa (Uitto and Clüsener-Godt 1993). UNESCO also published Volume 18 of the MAB-Digest Series on extractivism in the Brazilian Amazon (Clüsener-Godt and Sachs 1994) as well as Volume 15 of the MAB Book Series entitled *Brazilian Perspectives on Sustainable Development of the Amazon Region* (Clüsener-Godt and Sachs 1995). These publications focus on Brazil and could serve as example of case studies on topics of interest to South–South Cooperation.

The first volume of the *Phyto-ecological Glossary of the Americas* was completed in 1997 by the Foundation of the Botanical Institute of Venezuela and UNESCO (Huber and Riina 1997). The glossary focuses on Spanish-speaking countries of South

America and tries to harmonise the sometimes conflictive terminology used in phyto-ecology.

It should also be mentioned that UNESCO and ORSTOM published the first volume of the new series *Sous couvert forestier* (Empeaire 1996), giving an excellent overview of research on extractivism in the Amazon. This volume has been translated into Portuguese and published in Brazil in 1999.

A substantive report assessing strategies for decentralised and participatory management of biodiversity resources is in press. It includes a survey; collects information on the social, economic, political and environmental contexts within which each of these strategies were developed and operationalised, taps secondary material and individual expertise to identify a broad assessment of the major reasons for the success or failure of each of these strategies, classifies these strategies according to their essential characteristics and according to the type of social context within which they were applied and selects a sample representative of the different types of strategies and contexts for in-depth study through field visits. Finally major stakeholders and others involved in the effort are being interviewed, using participatory rural appraisal techniques at the community level (Singh, in press).

Throughout the Programme, UNESCO has published a Newsletter for the South-South Cooperation Programme entitled *South-South Perspectives* in English, French, Spanish and Chinese. To date, seven issues were produced.

Personalities working in or around existing or potential Biosphere Reserves, in nationally recognised reserves, or conservation and development areas established with similar objectives were invited to participate in this Programme. Up to now 31 papers were published from Bolivia, Brazil, Colombia, Cuba, Mexico, Peru, Benin, Congo, Côte d'Ivoire, the Democratic Republic of Congo, Comoros Islands, Ghana, Madagascar, Malaysia, Nigeria, China, India, Indonesia, Thailand, the Philippines, Papua New Guinea and Vietnam. The papers give a brief description of the current status of the site, including a status report on the prevailing conservation and resource use patterns. They also indicate ways of improving the traditional practices and orientation for applied research aimed at a more intensive, sustainable use of the biodiversity to provide a better livelihood to the local population in the buffer and transition zones. The papers also include information about ongoing research and monitoring, particularly with a view to the sustainable use of biodiversity, and the valorisation of renewable resources with social equity.

A report from India analysed the main objectives and strategies of the concept of ecodevelopment planning, so that conservation of natural resources goes in harmony with socio-economic development (Singh 1997). The implementation of the ecodevelopment concept is detailed step-by-step including planning, institutional structures, transitional phase planning, financial arrangements and criteria for site selection. An indicative plan for ecodevelopment was also detailed at the village level



Visit to a Dai-Village in the Xishuangbanna Biosphere Reserve after the South-South Cooperation Meeting in Kunming, China..
Photo:
M. Clüsener-Godt,
UNESCO, 1997.

and developed as a case study for different protected areas representative of the varied ecological zones of India.

The report on social sciences and environment in Brazil (Freire Vieira 1998) describes the history of the development of environmental issues among "green" activists as well as social science research programmes by mapping the many bibliographical references mentioned. The papers also assess new entry points to foster social-ecological research towards more action-oriented activities using the ecodevelopment approach as a central point of reference. One of the most elaborated new entry points for such action-oriented research is fostering a proactive environmental policy based on comparative studies of the experiences of decentralised community-based management of natural resources. By giving information about ongoing research in other countries such as India, the paper identifies key problems for international cooperation for the sustainable use of biodiversity and the valorisation of renewable resources with social equity.

Two volumes of the Working Document Series on China and Dominican Republic are in press. The Programme has also published videos and CD-ROMs. A CD entitled *The Fantastic World of Amazonia* was produced jointly by the Programme on Poverty and Environment (POEMA) of the Federal University of Pará, Belém, Brazil, the Museu Goeldi of Belém, Brazil and with the support from UNESCO South-South Cooperation Programme, WWF and the Government of Brazil. This CD is the introduction to a future Encyclopedia on the Amazon.

South-South
cooperation
meeting in Xalapa,
Mexico.
Announcement of
the meeting.
Original by Gerardo
Vargas, Xalapa,
Mexico, 1999.



Due to its introductory character, the information and images in this CD illustrate and give an idea of the richness and complexity of the world of the Amazon based on reliable research information from the Institutes supporting this project. The CD is available from UNESCO or POEMA in PC and Macintosh versions and may be used in English, Spanish or Portuguese, thus applicable in the whole Amazonian region that comprises eight countries.

Concerning the dissemination of information, the Internet Website of the South-South Cooperation Programme on Environmentally Sound Socio-Economic Development in the Humid Tropics is hosted at the UNESCO/MAB Net which provides all relevant information about the MAB Programme and the World Network of Biosphere Reserves. The South-South Cooperation Programme is well documented on the Internet with cross-references to UNU and TWAS. Its address is: <http://www.unesco.org/mab/south-south/index.htm>.

Conclusion

The South–South Cooperation Programme is perceived by a large number of countries as very important and positive. The implementing agencies have received a lot of communications encouraging the Programme and asking for its continuation. For example, the World Science Conference, held in Budapest in June 1999, included the South–South Cooperation Programme in the list of priority follow-up activities. As the Programme is a clear joint venture between the agencies involved and also succeeded in raising funds from developing countries, its importance is recognised worldwide. However, at the end of 2000, the extra-budgetary funding for the Programme will end. UNESCO is seeking new partnerships for the future, and is willing to provide out of its core funds and staff the basis for the coordination of the Programme. It will also provide small funding for publications, such as the Working Documents Series.

The functioning of the programme will, therefore, also change and a more project-oriented approach is envisaged. This was the message of the last interregional meeting in Mexico, where participants underlined the need to give priority to the following five activities:

1. Evaluation of the Programme's results.
2. Establishment of a Multi-national Cooperation Project for the Conservation of Biodiversity and Sustainable Development in the Biosphere Reserves of Ibero-America.
3. Launching of the "B-cube" network – biodiversity/biomass/biotechnologies – which is promoting science and technology for a modern biomass-based civilisation.
4. Starting a project on the relevance of conservation cultures entitled: "Biodiversity, Cultural Diversity and Natural Resource Management in the Americas and Asia: The Cases of Brazil, China, India and Mexico".
5. A symposium on environmental history, to be held at UNESCO HQ in Paris in early 2001.

UNESCO would welcome any interest in and cooperation with these activities and would encourage interested agencies and institutions to participate in this challenging venture.

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International exchange of ideas: a powerful tool for community leaders and park professionals

JUDITH M. LABELLE

Glynwood Center is a US-American non-profit organisation whose mission is to help small communities deal with crucial local issues. Those issues often include parks and protected areas. Programmes include the Countryside Exchange, leading-edge conferences, innovative training programmes and collaborative initiatives aimed at conserving rural landscapes. Initiatives are international in scope and have included North America, the United Kingdom, Eastern and Western Europe and Japan. All projects are interdisciplinary in their approach. The Countryside Exchange sends teams of professionals into small communities in North America and the United Kingdom to work with residents on important local questions. It provides the community with practical ideas from experienced professionals from many countries. It is also recognised as perhaps the best professional development experience of its kind. Glynwood's conferences are small and result-oriented, dealing with current topics – from sustaining communities in special landscapes to developing tools to support local agriculture. Training programmes help community leaders, park professionals and others work more effectively. Glynwood Center uses the international exchange of innovative ideas to bring about positive change – whether it is within a large protected area in New York State or a small rural village in Wales.

YOU MIGHT wonder what you and your organisation could have in common with a small, non-profit organisation located in New York State. Actually, we have a great deal in common. Glynwood Center offers international colleagues, including park professionals, a chance to work together in place-based training on both sides of the Atlantic, in real communities, dealing with real issues. More often than not parks and protected areas are part of the mix.

One example of Glynwood's work is the Countryside Exchange. The Exchange is a highly collaborative partnership lead by Glynwood Center in North America and a Steering Committee chaired by The Countryside Agency in the United Kingdom. Like Glynwood's other initiatives it is international in scope but locally focused. The Exchange brings together teams of eight volunteer professionals who spend a full week in a community dealing with crucial conservation and economic development issues. Team members typically have expertise in conservation, park management, economic development, tourism, planning and other disciplines. Participants come primarily from the United States, Canada, England, Scotland and Wales. Recently, professionals from Japan, Holland, France, and Australia have also taken part. The Exchange is not an academic exercise. Teams present their ideas to the host community and submit a written report including observations and recommendations for consideration.

What makes the Countryside Exchange unique and highly effective is the fact that every team is international and interdisciplinary. Each team is challenged to make recommendations that are practical, addressing short and long-term solutions. It is

an intense and dynamic process, both for the community and the team. The host community provides all transportation, accommodation and meals for the team during the Exchange week. Funding for other costs comes from a variety of sources such as government agencies, foundations, sponsoring organisations and individuals.

The Countryside Exchange was begun in 1987 by a small group of professionals from the New England states in the United States, in partnership with colleagues in the United Kingdom. In 1991 The Countryside Institute became the lead organisation for the Exchange in North America. That organisation merged with Glynwood Center in 1995, providing a permanent home for the Exchange in Cold Spring, New York. Glynwood has worked to improve the programme, beginning with an extensive evaluation which confirmed the value of the programme as a professional development tool and suggested that it held great potential for community development as well. As a result Glynwood has increased its support to host communities during Exchange planning and implementation. Training workshops now support local organising committees. Glynwood has also initiated a grant programme to assist communities with post-Exchange initiatives. Research into effective community organisational structures and foundations is also being conducted and will help communities maintain the energy and commitment generated by the Exchange.

In the United Kingdom the focus of the Exchange is quite often on parks and protected areas. In North America, Exchanges more often emphasise natural or cultural areas that the community considers important but which are not formally protected. In the United States, strong adherence to private property rights and local control over land use makes community awareness, involvement and “capacity” essential if cultural and natural resources are to be protected. There is, however, increased interest in moving away from the traditional American view of “parks” as separate from communities with levels of protection quite high inside the park boundary but virtually non-existent just metres beyond it. The European model of regional parks and protected areas, where people live and work, offers a very interesting alternative. The value of the Exchange to Americans, who can gain new perspectives on parks by working with their European colleagues, is tremendous. The Countryside Exchange provides a “fresh set of eyes” – both for the community and for team members.

The Countryside Exchange has been held in 77 communities in the USA, Canada, England, Scotland, Wales and Japan. Some 600 professionals have served as team members.

The Countryside Exchange in North America

St. Peter's Bay, Prince Edward Island

This small coastal community, located in maritime Canada, hosted a Countryside Exchange Team in 1991. This Exchange remains relevant today, especially in terms of protected areas. In 1991, part of the community known as Greenwich Dunes, a dynamic but fragile barrier beach complex, faced extreme development pressure. The team pointed out that while the development had merit, the proposed site would destroy a unique natural area and recommended that the area be protected as a publicly owned park. The idea caught on and in July 2000 this area of immense sand dunes, waving marram grass, wetlands and rich, cultural history will become part of Prince Edward Island National Park. The team is being invited back for the opening

ceremonies, underlining the lasting ties that develop through the Exchange. The community also created a Sustainable Development Committee, using the team report as a resource.

On the edge of the Adirondack Park

The Boquet Valley lies within the Adirondack Park in New York State. The 2.5 million ha park is part of the Champlain–Adirondack Biosphere Reserve. It is a rare example of a US–American park containing extensive private lands and many individual communities. However, residents have not necessarily viewed being part of

such a large protected area as a panacea. Some still resent the establishment of the Adirondack Park Agency in the 1970s, and its power to regulate land use. Conflicts between those advocating protection of the Adirondack’s unique resources and those supporting private property rights have often divided the region. In the Boquet Valley, which lies at the eastern edge of the Park, the communities faced serious economic challenges brought about by the disappearance of mining and milling and an uncertain future for forestry. The survival of family farming was also threatened. A Countryside Exchange was held there in 1991. Prominent among the team’s observations was the need for residents to learn how to work together to develop a common action plan. The team also suggested that a tourism marketing strategy be developed around the theme “Gateway to the Adirondacks”, capitalising on the communities’ location within the park and the region’s extensive outdoor recreation opportunities

A second team came to the area in 1999 – making the Boquet Valley the first community to host two Exchanges. The Champlain Valley Heritage Network (CVHN), an organisation formed as a result of the recommendations in 1991, played a major role in 1999. CVHN is dedicated to fostering sustainable economic development based on the Valley’s cultural and natural resources. It had begun implementing a number of ideas from the previous Exchange, especially promoting nature and agriculture-based tourism. It hoped that a return Exchange would provide a “check up” on the focus of its activities and help generate new energy and involvement. The 1999 Team observed that while there had been progress the area still lacked a strong tourism identity. They were also struck by the amount of activity that had taken place since the last Exchange around Lake Champlain on the area’s eastern edge. With an area of 112,700 ha it is the sixth largest lake in the USA. It has also been called the most historically significant lake in the country. Activity included studies by the US Environmental Protection Agency focusing on water quality and scenic by-ways, consideration by the US National Park Service to designate the lake as a National Heritage Corridor and a suggestion that a major festival be developed in 2008 to mark the 400th anniversary of Samuel D. Champlain’s discovery of the lake. The community had also realised that the Lake Champlain Marine Heritage Museum, located across



The 1999 Western Champlain Valley Exchange Team visited Fort Frederic, part of the 2.5 million ha Adirondack Park. Photo: Glynwood Center.

the lake in Vermont, was very effectively promoting the region's history. The team suggested that the community capitalise on its location within the Lake Champlain corridor without infringing upon its identity as part of the Adirondacks.

Port Gibson, Mississippi

Conserving heritage areas is a challenge for many small communities. Port Gibson, Mississippi hosted the Countryside Exchange in 1996 to look for ways to better understand the relationship between its historic battlefield and the town and to protect the region's cultural and natural resources while promoting economic development. The region is fascinating historically. In 1863, 32,000 Union and Confederate troops clashed near Port Gibson in a Civil War battle that killed or wounded 1,700 soldiers. A century later the town was the centre of a very different conflict – a boycott of white businesses by the town's African-American population. This chapter in the turbulent 1960s civil rights movement, culminated in a landmark ruling by the US Supreme Court affirming the right of peaceful protest through economic boycott. The area clearly had history worth preserving. As a result of the Exchange and the team's recommendations, the community recently obtained a grant of more than \$800,000 to restore and interpret Shaifer House, a key part of the battlefield. In addition, the entire north end of the town has been nominated for inclusion on the National Register of Historic Places, underlining its important role in the civil rights movement.

The Town of Highlands, New York

In the Town of Highlands, New York, protected areas are not only a major part of the community fabric, they also pose a real challenge. It's almost a case of having "too much of a good thing." The town is located on one of the most scenic parts of the Hudson River and in the centre of an historical region that was pivotal during the American War of Independence. It is bounded by the world-renowned West Point Military Academy on the north and the beautiful Bear Mountain State Park on the south. Those two attractions alone welcome some five million visitors annually. Despite being located directly between the two sites, the town receives minimal economic benefit, with few tourists stopping at local businesses. Compounding the problem, 93% of the town's original land base – 7,285 ha – is not on the tax rolls because it is owned by state and federal agencies and non-profit conservation organisations. The large percentage of land designated as protected or tax exempt greatly limits the land available for traditional economic activities. These issues led Highland Falls to host the Countryside Exchange in 1999. The team's expertise included community revitalisation, historic preservation, land use planning and design, rural development, recreation trails, interpretation and tourism marketing. Prominent among the team's recommendations were: having the town apply to be listed on the National Register of Historic Places, development of design guidelines to preserve the town's historic character, partnering for special events with British military units that fought at the battle of Fort Montgomery, and the development of a heritage trail linking the town's historic sites with the heavily-travelled Appalachian Trail. Town residents have been mobilised as a result of the Exchange and have developed their own web site to help keep people informed and involved. They also developed the 'Vision 2002' organisation, selling memberships for 99 cents and promoting it with the slogan "Give us a dollar and we'll give you change!"

The USA–Japan Pilot Project

Shirakawa, Japan

A Countryside Exchange team went to Japan in 1998 on the first half of Glynwood’s USA–Japan pilot project, conducted in partnership with the Japan National Trust for Cultural and Natural Heritage Conservation. One of the communities visited was Shirakawa. With its high pitched, thatched roof, Gassho-style houses, this beautiful mountain village was known for its traditional Japanese architecture. In fact, it was such a perfect example that in 1995 it was designated as a World Heritage Site by UNESCO. A tiny village, that had hosted a modest 50,000 tourists a year, suddenly began attracting close to a million visitors. The infrastructure was totally inadequate. There were few public facilities and literally nowhere to park the buses. The village’s popularity threatened to destroy the heritage that the UNESCO designation sought to protect. The Exchange team made recommendations to help the village begin managing change more effectively. Ideas ranged from developing a shared vision among residents for the future of the village and changing local highway design, to exploring “industrial ecology” for new businesses and adapting traditional local crafts to provide unique, quality products for visitors.

Beacon, New York

In 1999, a team including professionals from Japan participated in the second half of the USA–Japan pilot project in Beacon New York, a small city on the Hudson River about 100 kilometres north of New York City. Formerly a thriving industrial city, it began a downhill economic spiral in the early 1960s. Beacon’s hope for a renaissance began in 1998 when a large, empty industrial building was donated to become a museum of modern art. Beacon wanted some of the tourism ‘success’ that Shirakawa had realised but also wanted the benefit of that village’s experience. The city had a number of other beautiful, old industrial buildings very suitable for adaptive reuse. Another of its strengths was the number of “protected areas” in and around the city including Denning’s Point State Park, Hudson Highlands State Park, Madam Brett Park and Homestead, waterfront and mountain properties and an extensive network of trails owned by conservation organisations. The Exchange team had many ideas for the community to consider. A central theme was the need to link the new art museum and the various protected areas with the heart of downtown using trails, trolleys, environmentally friendly forms of transportation and creative signage. The team also suggested a car-free waterfront and the development of a fibre-optic loop to encourage new forms of technology-based enterprise. Many of the team’s ideas are now being pursued by four community groups formed as a result of the Exchange.

Mount Beacon is one of a number of protected areas which add greatly to the character of the City of Beacon, New York. Photo: Glynwood Center.



The Countryside Exchange in the United Kingdom

The Countryside Exchange in the United Kingdom is organised by the UK Steering Committee, chaired by the Countryside Agency. Other agencies include The Countryside Council for Wales, Scottish Natural Heritage, English Heritage, English Nature, Forestry Commission, Heritage Lottery Fund and The Rural Development Commission. Glynwood Center collaborates with the UK group and recruits US–American and Canadian professionals who join their British colleagues as team members. UK-based Exchanges typically deal with a park or protected area in one form or another. Designations include National and Regional Parks, Sites of Special Scientific Interest, Local or National Nature Reserves, Special Protection Areas, Bio-Genetic Reserves, Environmentally Sensitive Areas, National Scenic Areas and Areas of Outstanding Natural Beauty and Heritage Coasts. While not always large in area, these lands figure prominently in the issues that the Exchange teams examine.

Brecon Beacons

Brecon Beacons National Park lies in South Wales. It includes blocks of uplands and moorlands separated by river valleys that contain small towns and villages. The market town of Brecon lies at its centre. In 1998, an Exchange team was originally asked to consider the issue of soil erosion along the park's extremely popular hiking trails. The team and their hosts found it necessary, however, to broaden the scope to consider the common interests of tourism operators, land stewards, farmers, rural hamlets, main street merchants and former industrial communities at the edge of the national park. Keeping farms viable was a major issue. Farmers felt strongly that they did not want to become known only as park keepers. On the other hand, the team saw farmers as an integral part of the park. Among their recommendations was the idea of letting contracts to local farmers to manage public access to the park to distribute some of the park's economic benefits to the farm community. Extension of training programmes to teach farmers traditional skills such as hedging, stone walling, and woodland management was also encouraged – thus improving farmers' skills whilst helping to preserve the region's rural character.

Isle of Wight

The Isle of Wight is a microcosm of England's southern coast. It is a mosaic, a rich and varied landscape that owes much of its beauty to the careful stewardship of islanders from ancient times to present day. The significance of its landscape is reflected in the fact that over half of the island, more than 19,000 ha, has been designated as an Area of Outstanding Natural Beauty. In fact the island is known for its "plethora of designations". Some 75% of the island is covered by one or more designations – a total of 15 designations by five different agencies. One of the principal tasks for the 1998 Exchange Team was to consider what implications the designations had for sustainable development on the island. The team identified the need for an "island wide voice" capable of looking at issues from an integrated perspective and able to consider the many links among various policies, programmes, interest groups and designations. The team heard mixed reaction from islanders on the value of the designations – ranging from necessary and protective to being unwanted and imposed from the outside. Recommendations were made regarding economic development, agriculture, tourism, transportation and the vision and role for Island Trust 2000, a non-profit organisation founded in 1997 to promote

sustainable island development. Recommendations centered on the idea that while it was important to maintain and support the designation of various protected areas, such areas could not survive without considering a wider context – relationships with adjacent lands, communities, ecosystems, watersheds and indeed the entire island.

Rhossili, Wales

Rhossili is a small community located on the westerly tip of the Gower peninsula in Wales. Gower was the first Area of Outstanding Natural Beauty to be designated and its shoreline, also designated a Heritage Coast, is one of the best known images of Wales. It amply demonstrates many layers of British history, reflected in the way humans have influenced the physical environment. The settlement of Rhossili developed from a collection of farms whose physical patterns remained largely unchanged until expansion in the late 19th and early 20th century. Today, change threatens the local character and the quality of life that its residents enjoy. One of the challenges to the 1999 Countryside Exchange Team was to develop a ‘statement of character and spirit of place’ to inform future planning decisions in the village. Rhossili’s forward thinking was also reflected in one of their other challenges to the team – to help identify a strategy to ensure that youth have a place in the village’s future. Rhossili’s small population of 310 made the team’s recommendations especially feasible – including conducting a questionnaire-based community appraisal, creating a community roundtable for all stakeholders including youth and elders and the development of a community centre to serve all ages.

International conferences

Glynwood Center hosts a conference each year – but it is a conference with a difference. Limiting participation to about 30 professionals from several countries, having them live together in the midst of Glynwood’s working farm surrounded by the thousands of hectares of hills and forest of Fahnestock State Park, is a sure formula for success – the perfect setting for the exchange of ideas. The 1998 conference “Sustaining Communities in Special Landscapes”, is a case in point. Participants from New Zealand, Canada, England and several American states came together to grapple with the issue of sustaining the unique character of communities located in “Special Landscapes” – places recognised by their residents as unique and worthy of protection regardless of whether they have received government designation. Eight case studies presented a fascinating range of circumstances. They included: Wind River, a one million ha Shoshone and Arapaho Indian Reservation in Wyoming where leaders combined a profound respect for tradition, sound technical information and knowledge of the law to move their community forward; Tideswell in England, a village of only 1,700 people, trying to thrive and maintain its identity in the midst of a National Park

The Glynwood Center offices are set amongst a working farm and surrounded by thousands of hectares of protected area lands. Photo: Glynwood Center.





Part of the Glynwood Center landscape includes a working farm. Glynwood is in the Hudson Highlands about 90 km north of New York City. Photo: Glynwood Center.

- **Effective process:** inclusive, transparent, continuous, integrated.
- **Long Range Action Strategies:** balanced and based on sound economic, environmental and social data.
- **Accountability:** indicators, guiding principles, milestones.
- **Celebration:** regular, small and large successes, recognition of contributions.

It could be argued that the criteria necessary for sustaining parks and protected areas are identical to those that conference delegates felt were essential to community sustainability.

Glynwood's 2000 conference was part of a groundbreaking, multi-year agricultural initiative. Held in March, it was the first in a series of forums designed to create new 'products' which communities can use to support local agriculture. The products, which may include such tools as guidebooks, CD ROM's and training programmes, will be of great interest to communities located within large parks and protected areas.

The International Short Course for park professionals

During the 1970s, the US National Park Service (NPS) provided a training programme, "The International Short Course for Senior Park Managers", for park professionals from other countries, primarily from Western Europe. Many graduates went on to play key roles in the development and management of parks and protected areas in their home countries. Unfortunately, funding constraints put an end to the programme – at least for now.

As a result of its collaboration with NPS on the Countryside Exchange, Glynwood Center was asked to help redesign the International Short Course to make it more cost effective and to focus it on the needs of today's park professionals.

In the fall of 1998 Glynwood hosted senior managers from the Association of Carpathian National Parks and Protected Areas (ACANAP) and a delegation from the Republic of Georgia as the first participants in the newly designed course. ACANAP includes 17 National Parks and Biosphere Reserves in the Carpathian Euro-region, which extends across Poland, Hungary, Slovakia, the Ukraine and Romania.

The course used senior NPS professionals as trainers, focusing on such topics as the history and structure of the National Park Service, general management planning

that attracts 22 million visitors annually; and Christchurch in New Zealand, where leaders took citizen involvement to new levels – among other projects creating colour coded maps that enabled people to identify where they live based on ecosystems as a means of instilling awareness of the importance of the small city's natural resources.

Despite, or perhaps because of, the wide-ranging case studies, issues and experience, participants determined that the ingredients needed for community sustainability are universal:

■ **Effective leadership:** "big picture people", educated, flexible, accessible.

and interpretive planning. The programme, which included more than 25 participants, also incorporated sessions led by staff from Glynwood Center and other agencies that explored the relationships between communities and parks and the role of non-profit organisations.

Participants also experienced the US–American park system “in action” through field trips to Minnewaska State Park, Harriman State Park, Ellis Island and the Franklin D. Roosevelt National Historic Site.

The trainers learned as much as the participants. The exchange of ideas was an unparalleled opportunity for US participants to learn different approaches to managing parks and protected areas in Europe, along with the culture and customs of the participating countries. Participants deemed the programme a success. Glynwood continues to receive reports of new initiatives undertaken by the participants after their return home. The Short Course underlines the value of sharing ideas generally and the tremendous, practical potential that the international exchange of ideas offers to park professionals in particular.

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Judith M. LaBelle, Esq., has been the President of Glynwood Center since its creation in 1995. Prior to that time, she was a practising attorney in New York City, specialising in matters relating to the environment, real estate and taxation. She has also served as Counsel to the New York State Commission on the Adirondacks in the 21st Century, and the National Audubon Society and was appointed a Loeb Fellow in Advanced Environmental studies at the Graduate School of Design at Harvard University. Ms. LaBelle is the author and co-author of several articles and books, and a frequent speaker. In early 2000, she presented a series of lectures in Italy on behalf of the United States Embassy's Speakers Program, focusing on the role of non-profit organisations and other private support for conservation in the United States.

From the Alps to the Andes: long distance cooperation

PATRIZIA ROSSI

Following two years of preparation, Huascarán National Park (Peru) and Alpi Marittime Nature Park (Italy) signed a twinning agreement in 1997 as part of EUROPARC's EC funded Partnership and Exchange Programme. Activities included exchange visits of managerial staff as well as park rangers. The staff both learned and contributed to solutions of management problems when visiting their partner park. A joint project on environmental education between the primary schools of both park areas was set up and park staff participated in training seminars. The system of direct partnerships between parks is considered to be very effective in building a real and concrete cooperation.

EVEN BEFORE the Italian Argentera Park (established in 1980) and the Wood and Lakes of Palanfrè Reserve (1979) were united in 1995 as Alpi Marittime Nature Park, the governing bodies of these areas had already focused on the promotion of international collaboration as one of their aims. The first twinning was established in 1987 with the French Mercantour National Park just across the border, and later on with the Spanish Sierra Las Nieves Nature Park in Andalusia.

In 1984 our park became a member of EUROPARC – the Federation of Nature and National Parks of Europe. This organisation, with over 350 members at present, has facilitated the exchange of practical park management experience in Europe since its foundation in 1973.

The twinning between Alpi Marittime Nature Park and Huascarán National Park (Peru) began in 1995 as part of EUROPARC's "Partnership and Exchange Programme".

Between 1994 and 1998 this project on technical cooperation between protected areas in Europe, Asia and Latin America was financed by the European Commission in their effort to promote conservation and sustainable use of tropical forests. The eligibility of Alpi Marittime Nature Park to become one of the European parks to be considered for the 15 intercontinental park partnerships (see overview in Table 1) was very high because of the enthusiasm, motivation and professional nature of its staff. This facilitated the search for a partner. Before the end of 1995 the park presented its first request to EUROPARC for financing the visit of the director of Huascarán National Park. This visit led into the drawing up of a memorandum of understanding, a document which was the basis for future activities.

*A lake in Alpi
Marittime Nature
Park. Photo:
Patrizia Rossi*



Table 1. Partnerships established by the EUROPARC Partnership and Exchange Programme.

La Amistad Biosphere Reserve (Costa Rica/ Panama) – Montseny Nature Park and Biosphere Reserve (Spain), signed 07/1994 and extended 04/1997
Hunan Protected Areas System (China PR) – Finnish National Parks System, signed 08/1995
Tortuguero National Park (Costa Rica) – Doñana National Park (Spain), signed 09/1995
Tortuguero Conservation Area and Caño Negro Wildlife Refuge (Costa Rica) – Adda Nord, Groane, Ticino (Italy) and Doñana Nature Parks (Spain), signed 09/1995
Si-a-Paz Conservation Area (Nicaragua) – Adda Nord, Groane, Ticino (Italy) and Doñana Nature Parks (Spain), signed 10/1995
Sierras de la Culata/Nevada National Parks (Venezuela) – Manzanares and Peñalara Nature Parks (Spain), signed 01/1996
Gede Pangrango National Park (Indonesia) – Bavarian Forest National Park (Germany), signed 02/1996
Bach Ma National Park (Vietnam) – Nord Pas de Calais Regional Nature Park (France), signed 09/1996
Cat Ba National Park (Vietnam) – Corsica Regional Nature Park (France), signed 09/1996
Royal Chitwan National Park (Nepal) – Dartmoor National Park (UK), signed 12/1996
Cerro Hoya National Park (Panama) – Baja Limia Nature Park (Spain), signed 04/1997
Amacayacu National Park (Colombia) – Hautes Fagnes Nature Park (Belgium), signed 05/1997
Palawan Biosphere Reserve (Philippines) – Brandenburg Protected Areas System (Germany), signed 06/1997
Huascarán National Park (Peru) – Alpi Maritime Nature Park (Italy), signed 06/1997
Serra do Mar State Park (Brazil) – Berchtesgaden National Park (Germany), signed 10/1997
Source: EUROPARC Federation 1999

On 16 June 1997, after some legal/diplomatic problems in relation to the authorisation by the Italian Ministry of Foreign Affairs had been solved, the two park authorities signed their twinning agreement and a three-year working plan which made provisions for the human and financial resources to be employed, the schedule, the ways and means of managing and implementing the project, the promotion and information activity linked to the project and the criteria for monitoring and evaluation.

Aims, partners, beneficiaries

From the beginning, Alpi Maritime Nature Park and Huascarán National Park undertook this twinning activity to further the universal principle of environmental conservation. Many collaborative activities were set up putting into practice the recommendations proposed at the 1992 UN Conference on Environment and Development held in Rio de Janeiro, Brazil, for the protection of tropical rain forests and the improvements of forest people's living conditions, aware that environmental problems cannot be solved within national boundaries alone and need to be tackled at the global level.

The two authorities agreed on the following cooperation objectives:

- to promote socio-economic and cultural development policies for preservation of the cultural/historic heritage of these areas;

- to solve cultural and technical problems known to the competent authorities through reciprocal help, staff training and cooperation in the management of the protected areas;
- to reinforce the collaboration between the parties by involving other groups and society with a view to extended cooperation;
- to enhance the transfer of information, to improve knowledge and to exchange experiences in areas of common interest.

The main partners in the project are the authorities represented in the Cooperation Committee set up in 1997. These are the two park administrations, the Region of Piedmont, the Peruvian Ministry of Agriculture represented by the National Institute for Natural Resources (INRENA) and the EUROPARC Federation. Secondary partners were the primary schools in Valdieri, Entracque (Italy) and Querococha (Peru), the NGO Mato Grosso Operation and the tour operator "Il Tucano", which was recently involved in a sub-project on environmental education.

The staff of the two parks (about 60 in total including park rangers as well as managers) benefited from the extra qualification that the twinning has brought them. About 70 children of the three schools involved in the environmental education programme were direct beneficiaries of these activities. All the residents in the territories of the two parks and actual and potential visitors will benefit indirectly from the improvements in park management.

Method

The activities outlined in the triennial working plan were organised and observed jointly by the two parks. Much of the exchange activities were carried out at distance using the available communication methods (telephone, fax, e-mail). Staff exchange visits meant that for an albeit short period, they were able to cement the bonds created at distance, allowing for a direct, constructive analysis of problems and solutions adopted by the partner. The school teachers' work, coordinated by the parks' staff, came to fruition in the relationship between the school children involved and the material they produced.

As far as dialogue between partners is concerned, the Peruvian director's preliminary visit to Italy was fundamental for an appraisal of the possible directions to take in the course of the proposed collaboration. Interesting analogies emerged regarding:

- the natural environments (as both areas are mountainous and wooded, inhabited principally by rural populations);
- management needs;
- possibilities for involvement of various groups in society linked to the lives of the two parks;
- the need to preserve and conserve important natural and ecological characteristics in both parks; and finally
- the wish to improve the usefulness and possibilities for enjoyment of the respective protected areas not only for the inhabitants, but also for all the potential visitors.

The institutional structure behind the cooperation

In addition to the usual legislative and consultative bodies of each park, the decision was made to set up a counselling body to cover the common undertakings coordinated by the two parks. As set out in the twinning agreement in 1997, the

Cooperation Committee was established, comprising five members representing the two parks, Piedmont Region, INRENA on behalf of the Peruvian Ministry of Agriculture and EUROPARC. The tasks of the Committee were, among others, to draw up the Working Plans, to provide technical support to current activities, and to monitor and to evaluate the project.

The involvement in EUROPARC's Partnership and Exchange Programme was crucial for starting the partnership. The Programme not only helped to identify a suitable partner, it also provided coordination and logistical support for exchange activities. The Programme provided technical assistance in drafting the Twinning Agreement and the triennial Working Plan. At the end of 1996, due to the different administrative levels and powers involved on the Peruvian and Italian side (national park authority *vs.* regional park authority), the Italian Ministry of Foreign Affairs denied the authorisation to proceed with the twinning agreement following the application of the Piedmont Region earlier that year. EUROPARC's Partnership & Exchange Programme helped to negotiate a park-to-park twinning agreement in line with legal provisions and supported by the competent authorities, which was finally signed on 16 June 1997.



Traditional homes in Huacos. Photo: Patrizia Rossi

Activities

Staff of both parks were able to visit their colleagues in the twinned park. So far 10 exchange visits have taken place. The exchange visits had a specific aim of learning and at the same time offering their own professional advice for solving problems, which they may have in common or not, in respect to environmental management and public service infrastructures. In Italy, the operation of the park's tourist structures (mountain huts, car parking, visitor hospitality areas) and more technical structures (woodworking shop, botanical gardens, checkpoints) were analysed. In Peru, the potential for setting up a botanical garden was investigated. Moreover, the possibility of creating self guided paths and areas for receiving tourists, in which the local population can sell local handicrafts, were studied.

Staff of both parks participated in several of the 17 training seminars organised by the EUROPARC Partnership and Exchange Programme. Alpi Marittime Nature Park organised one of them specifically on the problems linked to tourist infrastructures in high mountain environments. The seminar took place in the Province of Cuneo in September 1998. Participants consisted not only of the competent parties and political bodies of the twinned authorities; professionals from mountain parks in Costa Rica, Panama and Nepal – which were involved in other partnerships within the EUROPARC Partnership and Exchange Programme – also participated.

The activities considered to be of most interest to the staff of both parks were those linked to the subject of environmental education (Giraud 1998, Rosario Guerrero 1998). The schools in the two areas have started collaboration giving rise to the first



Schoolboys in Quecococho on a programme for environmental education. Photo: Patrizia Rossi

intercultural relations in environmental education and sustainable development. This has developed into a relationship of solidarity and reciprocal cooperation. The parents of the Italian children joined in to send materials to the little high-mountain school in Peru, the Park Rangers have been active in trying to find resources to improve the structures and equipment, and the Italian NGO Operazione Mato Grosso (already present in the area) formed a logistical and financial base after having already built a mountain hut in the Peruvian park.

The project has had considerable exposure at a local level through newspaper articles, television, conferences and seminars to present the activities. This created interest on

the part of the tour operator "Il Tucano" from Turin. This tour operator offered part of its profits from tours organised in South America to cover the cost of some equipment for the park and the school in Huascarán. It is also looking into the possibility of improving earnings for the local population, considering that the area has enormous potential for eco-compatible tourism.

Financing

Right from the beginning, the two parks have covered the whole cost of their staff salaries at home and during exchange visits abroad. They have also covered the costs of accommodation and food for visiting colleagues. The cost of flight tickets was covered by EUROPARC's Partnership and Exchange Programme, which took care of the general coordination of the partnership until it finished at the end of 1998. The Parks department of Piedmont's Regional Administration covered part of the cost of the 1998 international seminar on high mountain infrastructures in the Italian Park and paid for relevant documentation.

The activities conducted in the course of the twinning brought about the involvement of the local communities of Alpi Marittime Nature Park as well as the tour operator mentioned above, which contributed funds in support of actions in Huascarán.

Evaluation

The Cooperation Committee had the duty to draw up a report analysing and evaluating the results of the programme every three years in conjunction with the revision of the Working Plan. After each exchange visit, a report was sent to the EUROPARC Federation on the activities carried out and impressions obtained during the respective visits. This was the standard procedure in all of the partnerships of the EUROPARC Partnership and Exchange Programme.

Problems were mainly encountered in relation to obtaining visas for the Peruvian park rangers visiting Italy. Language problems were not particularly marked because

of the similarity between Italian and Spanish. The solution adopted was producing and signing documents and reports in both languages.

Conclusion

In our opinion the system of direct partnerships between parks was very effective to build a real and concrete cooperation. We are now waiting to develop a second phase of the project, depending on the resources available at international level.

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Cooperation and training: the EUROPARC partnership and exchange programme experience

JAVIER GÓMEZ-LIMÓN GARCÍA

If successful management of protected areas is largely dependent on the skills of the people in charge of them, then training ought to be a priority. Recognising the importance of such training, the Federation of Nature and National Parks of Europe (EUROPARC) included practice-oriented training seminars as one of the main objectives of the 1994–1998 Partnership and Exchange Programme between protected areas in Europe, Asia and Latin America. Altogether 17 seminars were held, attended by a total of 348 members of the teams managing 35 protected areas in 18 different countries. The approach taken was to follow a process comprising several phases: first the *spontaneous expression* of the aspects of the specific topic for each seminar that needed to be discussed; second, *ranking* those aspects with the help of presentations by participants of their individual experiences. The third phase was concerned with *receptivity to fresh experience* in relation to the aspects selected, making use of field trips and meetings with experts. The last phase, findings, sought to identify needs, draw up recommendations and secure commitments.

LIFETIME LEARNING is crucial to the effective practice of any occupation. Managing and operating protected areas is not a happy-go-lucky undertaking. It depends to a great extent on the skills of the people in charge – so ongoing training for those people needs to be given priority, plus the requisite human resources and financial and technical support.

Protected areas play multiple strategic roles in the economic and environmental sectors, and need to be incorporated into broader policy on land use, natural resources and sustainable development generally. If they are to be successful, they must be woven into the social fabric of the surrounding areas. Managing such areas requires a combination of and interplay between many factors, and can nowadays be a highly sophisticated and complex affair.

The training required ranges beyond the traditional bounds of a naturalist's or forester's expertise. What is needed is more cross-disciplinary training, venturing into fields such as sociology, human relations and communicating with the public. But it turns out that there is a large gap in the training on offer for coping with this broad range of tasks, because university-level curricula and training courses tend not to cover the theoretical and practical knowledge that managing protected areas requires.

Most of the people employed on protected areas have never been given the opportunity to undertake the kind of specialist training that working in such areas requires. Updating and refreshing their skills is, therefore, of the essence. This has been emphasised, for example, in IUCN's Parks for Life Action Plan for Europe (IUCN 1994) and Spain's national strategy for the conservation and sustainable use of biological diversity (Ministerio de Medio Ambiente 1999).

Recognising the importance of practice-oriented training, the Federation of Nature and National Parks of Europe (EUROPARC), with financial backing from the European Commission DG I in support of the conservation and sustainable use of tropical forests, ran the Partnership and Exchange Programme (P and E Programme) between protected areas in Europe, Asia and Latin America from 1994 until 1998. The objectives of the Programme were to promote twinning arrangements between protected areas on the three continents, to encourage exchanges of staff and to set up training seminars.



Altogether 17 seminars were held between 1996 and 1998, attended by a total of 348 members of the teams managing 35 protected areas in 18 different countries in Europe, Asia and Latin America (EUROPARC 2000). This article summarises the findings of seven of the seminars, five in Spain and two in Italy, attended by a total of 110 people who came from Nicaragua, Costa Rica, Panama, Colombia, Venezuela, Peru, Brazil, Italy and Spain, which were implemented by EUROPARC's Spanish national section.

Each seminar was arranged to accommodate between 15 and 20 people from twinned protected areas ("partner parks"); each lasted about a fortnight. The emphasis during the first week was on theory. Participants gave reports or accounts of their particular protected areas, and each working day an expert in the field gave a lecture approaching the main topic of the seminar from a different viewpoint. This helped to clarify and focus the chief points of concern. The second week included a variety of field trips and group efforts to arrive at a set of findings or conclusions.

Obviously, coping with such large numbers of people and activities required close, efficient collaboration among the teams running each seminar and coordinating the overall P and E Programme.

Objectives of the training seminars

The objectives of the P and E Programme seminars were:

- to outline, analyse, contrast and compare experiences on the management of protected areas, identifying good practice;
- to encourage lifetime learning and skills upgrading among the staff of partner parks;
- to identify and establish strategies for coping with similar problems occurring in partner parks in Latin America and Europe;
- to develop skills and techniques for working in cross-disciplinary teams, analysing and devising specific plans of action for partner parks that could be put into effect as circumstances allowed.

Subjects covered

A questionnaire was devised and sent out, as part of the preparations for the seminar series, to all the protected areas and partner parks associated with the P and E

Inauguration of a seminar in the Research Centre "Fernando González Bernáldez". Photo: Javier Gómez-Limón García.

Programme. It asked which aspects and subjects most concerned the people in charge and which of those would, in their view, best lend themselves to a seminar-format, monograph-based discussion. The resulting list of topics served as the point of departure.

The people responsible for managing protected areas currently have many things on their minds. They include:

■ **Legislation governing protected areas.** Managers want laws with teeth: flexible laws that allow all parties to have their say but really do govern what is permitted within the protected areas; wide-ranging laws that set management goals for each kind of area while allowing the people in charge some freedom of movement. This is one of the hardest challenges to cope with.

■ **Planning and management.** Management plans are the tools used by the people in charge of protected areas to meet their conservation goals. Most protected areas lack suitable management plans. Worse, it is not always clear what the management plan for a protected area ought to cover.

■ **Socio-economic activities, local population and cooperation.** The bulk of the socio-economic activities that might engage the ethnic groups living in or near protected areas are closely related to the primary sector – farming, stock-raising, fishing and forestry. If these are to continue they must do so as the kind of environmentally sustainable occupations that local people have practised for centuries, maintaining those natural and cultural values that make them worth protecting.

In some circumstances protecting areas requires restrictions on traditional activities that have been going on for centuries. Locals then tend to look on the protected areas as impediments to their economic advancement. In such cases the locals must be offered economically viable alternatives so that they can continue to make progress in ways not inconsistent with the conservation goals of the areas concerned. Sometimes the conservation goals and the local population's objectives are thought to be incompatible, but this is not the case. The protected area and the

local population can both benefit from the fact that the area exists. The essential point is to involve a large number of people in managing the area and, crucially, to include among them representatives of the local communities.

■ **Tourism, visitor management and environmental education.** The natural landscape is increasingly being used for tourism and leisure activities. The past ten years have seen large influxes of visitors to natural areas, protected ones especially. It thus becomes important to decide what tourist-related purposes protected areas should serve, to select the most appropriate tools for tackling the problem, and to weigh up the effects and implications. Environmental awareness campaigns run from protected

Roundtable discussion during a technical seminar.

Photo: Javier Gómez-Limón García.



areas may offer appropriate solutions, marrying an enjoyment of nature with nature conservation.

All the above points were tackled as key points in the seminars. Other topical issues were also raised, such as the use of concessions and management outsourcing contracts by private enterprises to cater for the public services on offer in protected areas (accommodation and catering, guide/interpretation services, information services etc.).

Participants

Each seminar was presented to the partner parks. The presentation, prepared by the seminar coordinator, was intended to be a compilation explaining to every participant the way in which the material covered was to be approached, the objectives, time and venue of the seminar, admission requirements, how the report on their particular protected area should be presented, and what the long-term benefits were hoped to be. They proved to be useful entry points to the seminars, the initial contacts and guides to which participants could refer when, later, they readied their own contributions.

Participants came from the staff of the protected areas participating in the P and E Programme. Certain minimum requirements were set to govern their selection. The intention was to ensure that those selected would have close links, both through their training and through the work they did, with the subjects covered at each seminar. Initially, choosing the right people, those who matched the requirements laid down in the participant profile, proved hard. Partner parks, in Latin America especially, are short on staff, and the operating teams do not always include a staff member whose time is devoted exclusively to one of the commoner management areas (planning, conservation, research, visitor management). At the early seminars, most of the participants from these countries tended to be the directors of the protected areas. This turned out to be an advantage when the seminars began since the director of an area is generally in possession of the most extensive information about it, but if not adroitly managed it could also prove a disadvantage, since directors are not necessarily experts in particular management aspects (environmental education, tourism, conservation). At later seminars the participants were directly involved in the subjects tackled. The upshot was that the findings of the seminars, when applied directly to the protected areas, proved highly effective.

The basis for each seminar consisted of reports by participants on the protected areas they represented. These were to be between 3,000 and 4,000 words in length. During the working sessions in the first week each participant gave the others a 30-minute talk about the main points discussed in his report. This was important because it served a variety of objectives. First, it put the current situation in the protected area in context vis-à-vis the topics to be covered (current situation, objectives, resources, means, activities, plans and so forth). The talks also served as introductions around which the later work was organised, for the points that aroused greatest interest were singled out for later analysis in depth, leading to the final recommendations and conclusions adopted.

The reports tended to be well prepared and were laid out along the lines suggested by the coordinators. On occasion, however, a paper would not match the established guidelines, erupting into over-elaborate descriptive accounts of the area (geography and wildlife) concerned. Although these features helped to place the area in context

and explain the problems faced the idea was that they should not be given too much prominence lest other, more important aspects were relegated to second place. Second, the introductions to the papers were intended to forge a link between the presenter and the other participants in the group, helping people to overcome their inhibitions and build closer contacts with their counterparts and providing a first opportunity to break down barriers and exchange ideas and opinions. With this in mind and seeking to get each seminar off to a good start, dispelling the tension that ignorance of the unfamiliar engenders and, above all, identifying the key points of interest on which to concentrate over the ensuing days, a short participatory introduction session was staged at which everyone explained which aspects of the seminar was of interest to them and their protected area, and what they hoped to gain by attending. This could be likened to the traditional brainstorming session – a spontaneous statement of the most salient aspects participants hoped to discuss as the seminar progressed. These sessions proved very interesting and instructive, revealing problems, shortcomings, weaknesses and potential in each area at the outset.

It needs to be pointed out that living together in close quarters while the seminars took place encouraged informal meetings and conversations among the participants. These were no less interesting for being informal than the statements delivered during the more formal encounters, and helped make for closer personal contacts. Hence the seminars not only helped to improve the professional skills but also prompted and strengthened friendships among the staff of protected areas – for the social and cultural sides of such exchanges must not be overlooked. The Programme helped to plant a seed that may give fruit in later contacts and collaborative undertakings within individual park partnership arrangements as well as beyond formal agreements. We cannot overlook the value of an opportunity for people with interests in common to meet, get to know one another better and share their experiences.

Old-world Europe as a meeting point

The social, economic, political, cultural and environmental circumstances of protected areas in Spain and Italy are very different from those in the tropics. Natural areas in Europe have been occupied and reshaped over thousands of years. The current landscape reflects the history of man's interaction with his surroundings. By contrast, tropical forests remained virtually untouched until a few decades ago, being used only by the occasional indigenous people. Now, however, it is under serious threat, being exploited with an intensity and on a scale that imperil the valuable resources it harbours. The countries where the forests stand have scant resources for trying to manage them sustainably. People settling in protected areas and their buffer zones demand access to the resources they contain not least for their own survival. The sustainable development of tropical ecosystems is a matter of concern to the European Union, which hopes to contribute by making its own valuable experience available. Europe has nearly a century's worth of tradition in policy governing the conservation of natural areas. A tradition not without its mistakes: but it has learnt from those mistakes and been left with a solid body of good planning and management practice that can be of service to protected areas in Latin America.

Expert contributions

Groups of experts in the topics to be covered assisted at each seminar. These were chosen beforehand for their professionalism, their extensive knowledge and

experience of the problems that protected areas nowadays confront, and their communication skills. They came from a variety of backgrounds: public administration, universities, private enterprise, outside consultancies and so forth. Their lectures tended to be interspersed with statements from participants and concentrated on new and striking features, offering different perspectives and helping to clarify thinking and bring to the fore the topics most on participants' minds. On occasion the lecturers suggested new working methods which gave a much fuller, more illuminating picture of the problems under discussion. They then joined in the ensuing discussions; this afforded an opportunity to fashion tailor-made solutions to the individual problems of some protected areas.



Practical activity during a field trip to a natural protected area. Photo: Javier Gómez-Limón García.

Practical visits

The practical visits, during the second week of each seminar, were designed to contrast with and at the same time complement the days of theoretical discussion. They normally focused on a protected area or a natural region encompassing a number of protected areas. The areas to visit were selected for the experience they were known to have with, or their close involvement in, the topics to be covered in each seminar, or because they offered good examples of management practice and could serve as 'real life' models for partner parks.

Soon participants found out that these visits were not to be simple sight-seeing trips but would afford excellent opportunities to discover on the spot how things stood in other protected areas – and the fact that the discovery would come about through meetings with the managers, local communities, businessmen, town counsellors and other groups involved in running the areas was an added attraction. Visits were always backed up by explanations from the teams that ran the areas concerned.

A discussion and debate was scheduled at the end of every visit. This proved to be highly useful, for it was there that participants analysed and digested what they had learnt while at the same time evaluating the material presented to them and the visit as a whole.

Working groups and seminar results

The last few days of each seminar were devoted to the formulation of recommendations and conclusions, and for this the chosen technique was work in small groups. This formula suited the individual characteristics of the participants, making it easier to involve them all, enliven the discussions and create an open, communicative atmosphere. To make sure that the groups worked properly and targets were met, every group included participants from Latin America and Europe, the representatives of partner parks found themselves in the same groups, and

every group included people capable of taking the lead and stimulating discussion. The idea was that groups should discuss the points of greatest concern identified earlier during the seminars. As a general rule groups were advised not to concentrate on protected areas individually but to look for general insights that could subsequently be brought to bear on each area's particular circumstances and situation.

At a joint meeting, the groups presented and discussed the findings they had arrived at. They went on to produce a single consensus text setting out in specific terms the findings the seminar had reached. The purpose of this latter text was to establish what was needed, to make appropriate recommendations and to secure commitments. The consensus text was the specific output of each seminar, and every participant undertook to pass it on to the partner parks in his or her country for appropriate action.

Experience has shown the value and effectiveness of small working groups as a means of arriving at definite results. Such results could even give rise to plans of action and be put into effect by partner parks – as occurred at one seminar where the final document led to the design, elaboration and launch of a specific environmental education programme (Gómez-Limón and Ramírez 1998).

The evaluation process

The seminars were subjected to an evaluation process upon their completion. The evaluation involved two methods applied at two different times. The first consisted of a questionnaire in which participants were asked their opinions of the main features of the seminar. These related to the attainment of the goals envisaged (whether the seminar matched up to participants' goals and expectations); whether the seminar was appropriate for the levels of responsibility participants exercised in their daily jobs; how interesting the subjects tackled were; the methods followed and how effective they were (materials and resources used during the seminar); the quality of the visits and invited experts; the scope for improvement; whether participants had been satisfied with the accommodation and the meeting rooms, and so forth. The questionnaire was filled in by all participants at the close of the seminar. The second method consisted of a written report by the coordinator, analysing and evaluating in scrupulous detail the content, structure and actual course of the seminar. This was prepared a fortnight after the seminar closed, allowing enough time for ideas to have clarified.

The findings obtained, from the questionnaire especially, were highly interesting and very helpful, since they gradually laid the groundwork for the design and preparation of the following seminars in a continual feedback process. It was thus possible to learn from past mistakes and make better arrangements for future gatherings.

Even so, and to make for a thorough evaluation process, it would have been better to conduct the evaluation in a greater number of stages. The first stage would occur at the time and in the form at which it actually did, since it would take the form of a questionnaire filled in by participants at the close of the seminar. The second phase would occur a month after the close, and would consist of a questionnaire sent to participants asking how much they thought they had learnt now they had had time to assimilate the material. The third would occur after three months, when participants would be sent a further questionnaire asking them how they were

applying what they had learnt during the seminar: whether they were putting it into practice and what the impact on the protected area had been or, if they were not yet putting it into practice, when they thought they would do so; and if they had not made much use of what they had learnt, why. This many phases would meet the expectations of an evaluation process.

Conclusions

When the first preparatory meetings for the seminars were held, the obvious social, cultural and natural differences between partner parks were singled out as one possible difficulty. As time has passed, however, it was found that these were not difficulties so much as assets. The multiplicity of problems and situations analysed revealed a great wealth of responses and solutions to similar problems.

The seminars proved an efficient means of facilitating and encouraging exchanges of experience among the technical and professional staff of protected areas, developing new means of tackling similar management problems and offering a fresh perspective on ways of pursuing the objectives of protected areas by using the right management tools. The participants became familiar with the entire scope of the Partnership and Exchange Programme, and the fact that they had a better understanding of it made the Programme itself more effective.

Between them, the professional staff who attended the seminars had an enormous store of knowledge and experience accumulated over the years, most of which they do not pass on because their busy careers restrict the opportunities to do so. They also lack the time to reflect on and codify the lessons experience has taught them. One achievement of the seminars was precisely that: they helped to create an atmosphere that encouraged reflection, stimulated by direct contact with colleagues facing similar situations with whom to exchange know-how and skills.

The seminars became a basic constituent of the P and E Programme, vital for what they offered in terms of increased knowledge of a specific range of subjects from existing experience and a broad choice of solutions to the problems that protected areas face. They thus provided a more comprehensive view of management in protected areas and of conservation as a concept.

In this survey of what the P and E Programme seminars achieved we must not overlook one important aspect: their effectiveness in cost/benefit terms. EUROPARC used European Commission funds to cover participants' travel, accommodation and subsistence costs. By comparison with similar training programmes run by governmental bodies or international agencies the costs in relation to benefits were very low. This can be said on the strength of one of the main indicators used in evaluating such training courses, the suitability and quality of the teaching staff and the practical activities undertaken. In this case the results could not have been bettered, since the knowledge and experience of the people actually working in partner parks and for the bodies involved in the Programme were turned into teaching hours at no additional expense.

The conclusions and recommendations of each seminar have been put into interesting publications which have over time developed into indispensable reference works for those working in protected areas. A list of P and E Programme publications available can be obtained from the author and the EUROPARC Federation, PO Box 1153, D-94475 Grafenau, e-mail: office@europarc.org.

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Résumés

Le Réseau Parcs: Un programme de coopération technique en Amérique Latine

JUAN V. OLTREMARI ET KYRAN D. THELEN

Les pays de la région Amérique Latine et Caraïbes ont établi un mécanisme de coopération technique entre pays en voie de développement comme moyen de compléter l'assistance technique traditionnelle reçue des pays développés. Son cadre conceptuel est basé principalement sur l'échange de connaissances et d'expériences entre les pays de la région, l'accent étant mis sur l'utilisation de leurs propres ressources. Dans ce contexte, cet article décrit et analyse l'expérience et les perspectives du Réseau de Coopération Technique d'Amérique Latine sur les Parcs Nationaux, les autres zones protégées, la flore et la faune, dont le secrétariat international est assuré par la FAO. De nombreuses institutions et des spécialistes dans le domaine des parcs naturels et zones protégées des 19 pays de la région constituent le Réseau. Un accent particulier est mis sur les résultats obtenus après 16 ans de fonctionnement du Réseau et les aspects qui doivent être renforcés ainsi que ses perspectives d'avenir. Les activités du réseau sont particulièrement liées aux échanges techniques entre le personnel des institutions gouvernementales nationales responsables des zones protégées, la production et la diffusion de documents techniques, la formation et la préparation ainsi que l'exécution de projets régionaux et sub-régionaux.

Développement Durable dans les Régions Tropicales Humides: Neuf Ans de Coopération Sud-Sud

DR. MIGUEL CLÜSENER-GODT

L'objectif majeur du programme de «Développement Socio-économique Solide dans les Régions Tropicales Humides», mis en œuvre par l'UNESCO, l'UNU et le TWAS, est de tester des instruments pour la coopération Sud-Sud dans les zones tropicales humides avec une insistance particulière sur la construction de réseaux, le transfert de technologie et l'amélioration du savoir-faire de gestion des réserves de biosphère. Le besoin d'entretenir la coopération Sud-Sud et les perspectives ouvertes par l'UNCED à travers les Conventions sur la Biodiversité et sur la Protection de l'Atmosphère ont fourni une opportunité d'avancer concrètement sur la façon d'harmoniser la conservation des écosystèmes dans les régions tropicales avec des ressources durables et décentes pour les habitants comme exigence de base pour le développement. Tout au long de ses neuf ans d'existence, le Programme a amélioré l'échange d'informations, de résultats de recherches des scientifiques, en particulier par rapport à la préservation et à l'utilisation durable de la biodiversité. Il a aussi diffusé les connaissances de la recherche comparée grâce aux publications et aux bases de données du réseau. La Conférence Mondiale sur la Science, tenue à Budapest en juin 1999, a inclus le Programme de coopération Sud-Sud dans la liste des activités à suivre en priorité.

L'Echange International des Idées: un Puissant Outil pour les Chefs de Communautés et les Professionnels des Parcs

JUDITH M. LABELLE

Le Glynwood Center est une organisation à but non lucratif des Etats-Unis dont la mission est d'aider les petites communautés à traiter les problèmes locaux essentiels. Ces problèmes incluent souvent les parcs et zones protégées. Parmi les programmes on trouve le Countryside Exchange (l'échange des campagnes), des conférences de pointe, des programmes de formation innovants et des initiatives de collaboration visant à la conservation des paysages ruraux. Ces initiatives sont de portée internationale et ont inclus l'Amérique du Nord, le Royaume-Uni, l'Europe Occidentale et l'Europe de l'Est et le Japon. Tous les projets sont interdisciplinaires dans leur approche. Le Countryside Exchange envoie des équipes de professionnels dans des petites communautés en Amérique du Nord et au Royaume-Uni pour travailler avec les résidents sur les questions locales importantes. Il fournit à la communauté des idées pratiques de professionnels expérimentés de nombreux pays. Ce programme est aussi reconnu comme constituant peut-être les meilleures expériences professionnelles de développement de cette sorte. Les conférences de Glynwood sont de petite taille et orientées quant au résultat, traitant des sujets actuels – du maintien des communautés dans les paysages particuliers au développement d'outils pour soutenir l'agriculture locale. Des programmes de formation aident les chefs de ces communautés, les professionnels des parcs et autres à travailler plus efficacement. Le Glynwood Center utilise l'échange international d'idées innovantes pour provoquer des changements positifs – que ce soit dans une grande zone protégée de l'Etat de New-York ou dans un petit village rural du Pays de Galles.

Des Alpes aux Andes: coopération longue distance

PATRIZIA ROSSI

A la suite de deux ans de préparation, le Parc National Huascarán (Pérou) et le Parc Naturel Alpi Maritime (Italie) ont signé un accord de jumelage en 1997 dans le cadre du Programme de Partenariat et d'Echange EUROPARC financé par la CE. Les activités ont inclus des visites d'échange du personnel de direction ainsi que des gardes des parcs. Les personnels ont appris et contribué à la fois aux solutions des problèmes de gestion lors de leur visite dans le parc partenaire. Un projet conjoint d'éducation à l'environnement entre les écoles primaires des régions des deux parcs a été établi et le personnel des parcs a participé aux séminaires de formation. Le système de partenariats directs entre parcs est considéré comme très efficace dans la construction d'une coopération réelle et concrète.

Coopération et Formation: l'expérience du Programme de Partenariat et d'Echange EUROPARC

JAVIER GÓMEZ-LIMÓN GARCÍA

Comme la gestion réussie des zones protégées est largement dépendante des compétences des gens qui en ont la charge, la formation devrait être une priorité. Reconnaisant l'importance d'une telle formation, la Fédération Européenne de la Nature et des Parcs Nationaux (EUROPARC) a incorporé des séminaires de formation à orientation pratique comme l'un des principaux objectifs du Programme de Partenariat et d'Echange 1994–1998 entre les zones protégées en Europe, Asie et Amérique Latine. En tout se sont tenus 17 séminaires, auxquels a assisté un total de 348 membres des équipes de gestion de 35 zones protégées dans 18 pays différents. L'approche prise a été de suivre un processus comprenant plusieurs phases : d'abord l'expression spontanée des aspects du sujet spécifique de chaque séminaire qui devaient être discutés ; en second lieu le classement de ces aspects à l'aide de présentations par les participants de leurs expériences individuelles. La troisième phase concernait la réceptivité à une nouvelle expérience par rapport aux aspects sélectionnés, au moyen de déplacements sur le terrain et de rencontres avec les experts. La dernière phase, les conclusions, cherchait à identifier les besoins, dessiner des recommandations et assurer les engagements.

Resúmenes

La Red de Parques: Un programa de Cooperación Técnica en Latinoamérica

JUAN V. OLTREMARI Y KYRAN D. THELEN

Los países de Latinoamérica y de la región del Caribe establecieron un mecanismo de cooperación técnica entre países en desarrollo, como un medio para complementar la asistencia técnica tradicional que recibieron de los países desarrollados. Su marco conceptual está basado mayormente en el intercambio de conocimiento y de experiencias entre los países de la región, con énfasis en el uso de sus propios recursos. En este contexto, este artículo describe y analiza la experiencia y las perspectivas de la Red de Cooperación Técnica Latinoamericana en Parques Nacionales, otras Áreas Protegidas y la Flora y Vida Salvaje, cuyo secretariado técnico internacional está proveído por la FAO. La red está formada por numerosas instituciones y especialistas en el área de parques naturales y por las áreas protegidas de 19 países de la región. Se hace especial énfasis en los resultados obtenidos después de 16 años de operación de la red, en los aspectos que necesitan ser reforzados y en sus posibilidades futuras. Las actividades de la red están relacionadas particularmente con los intercambios técnicos entre el personal de las instituciones gubernamentales nacionales responsables por las áreas protegidas, la producción y diseminación de documentos técnicos, el entrenamiento y preparación y la ejecución de proyectos regionales y subregionales.

Desarrollo sostenible en los Trópicos Húmedos: Nueve años de la Cooperación Sur-Sur

DR. MIGUEL CLÜSENER-GODT

El mayor gol del Programa acerca de: "El desarrollo socioeconómico, en lo que respecta al medio ambiente, en los Trópicos Húmedos", implementado por la UNESCO, la ONU y el TWAS, es el de comprobar los instrumentos para la cooperación Sur-Sur en las áreas tropicales húmedas con un énfasis especial en la construcción de las redes, la transferencia tecnológica y la mejora del conocimiento de las reservas de la biosfera. La necesidad de fomentar la cooperación Sur-Sur y las perspectivas abiertas por la Convención de la diversidad biológica y de la protección de la atmósfera, suministraron una oportunidad para un movimiento concreto que tiene como requerimiento básico para el desarrollo, la armonización de la conservación de los ecosistemas en los trópicos con un decente y sostenible sustento para los habitantes. A lo largo de sus nueve años de existencia, el programa ha mejorado el intercambio de información, los resultados de los científicos y de la investigación, en particular con respecto a la preservación y al uso sostenible de la biodiversidad. También ha diseminado el conocimiento de la investigación comparativa a través de publicaciones y de la red de bases de datos. La Conferencia Mundial de Ciencia, llevada a cabo en Budapest en junio de 1999, incluyó el Programa de cooperación Sur-Sur en la lista de actividades prioritarias a seguir.

Intercambio Internacional de Ideas: una Herramienta Poderosa para los Líderes de la Comunidad y para los Profesionales de los Parques

JUDITH M. LABELLE

El Centro Glynwood es una organización norteamericana sin propósito de lucro, cuya misión es ayudar comunidades pequeñas a manejar las situaciones cruciales locales. Estas situaciones a menudo incluyen parques y áreas protegidas. Los programas comprenden el intercambio rural, conferencias sobre temas candentes, programas de entrenamiento innovativos e iniciativas de colaboración que tienen como fin la conservación de paisajes rurales. Las iniciativas son internacionales en cuanto a su extensión y han incluido: América del Norte, el Reino Unido, Europa Oriental y Occidental y Japón. Todos los proyectos tienen un enfoque interdisciplinario. El Intercambio Rural envía grupos de profesionales a comunidades pequeñas en América del Norte y el Reino Unido con el propósito de trabajar con los residentes en las cuestiones locales importantes. Provee a la comunidad con ideas prácticas propuestas por profesionales de experiencia y provenientes de muchos países. Estas experiencias profesionales son reconocidas tal vez como las mejores para desarrollos de este tipo. Las conferencias de Glynwood son pequeñas y basadas en resultados, y tratan tópicos corrientes, desde el sostenimiento de comunidades en paisajes especiales hasta el desarrollo de herramientas para el apoyo de la agricultura local. Los programas de entrenamiento

ayudan a los líderes de la comunidad, los profesionales de los parques y a otros, a trabajar más efectivamente. El centro Glynwood usa el intercambio internacional de ideas innovadoras para producir un cambio positivo, tanto dentro de la gran área protegida como en un pequeño poblado rural en Gales.

Desde los Alpes a los Andes: cooperación a larga distancia

PATRIZIA ROSSI

Después de dos años de preparación, el Parque Nacional de Huascarán (Perú) y el Parque Natural Alpi Maritime (Italia) firmaron, en 1997, un acuerdo de hermanamiento como parte del EUROPARC, una Asociación y programa de intercambio subvencionada por la Comunidad Europea. Sus actividades incluyeron visitas de intercambio de personal directivo, así como también de guardabosques. Durante las visitas a los parques asociados, el personal aprendió y contribuyó a la solución de problemas de administración. Se estableció un proyecto conjunto entre las escuelas primarias de ambas áreas de parques, para la educación sobre el medio ambiente y el personal de los parques participó en los seminarios de entrenamiento. El sistema de asociación directa entre los parques es considerado muy efectivo en la edificación de una cooperación concreta y real.

Cooperación y entrenamiento: la Asociación EUROPARK y el programa de Intercambio

JAVIER GÓMEZ-LIMÓN GARCÍA

Como la administración exitosa de las áreas protegidas depende en gran medida de la habilidad de las personas encargadas de ellas, el entrenamiento tiene que ser una prioridad. Reconociendo la importancia de tal entrenamiento, la Federación de la Naturaleza y de los Parques Nacionales de Europa (EUROPARK) incluye, como uno de los objetivos principales del Programa de Asociación e Intercambio entre las áreas protegidas en Europa, Asia y Latinoamérica, seminarios de entrenamiento con una orientación práctica. Ya han tenido lugar 17 seminarios, con una asistencia de un total de 348 miembros de los grupos que administran 35 áreas protegidas en 18 países diferentes. El enfoque que se tomó fue el de seguir un proceso que comprende varias fases: primero, *la expresión espontánea*, en cada seminario, de los aspectos del tópico específico que se necesitaba discutir; segundo, *la categorización* de estos aspectos con la ayuda que los participantes brindaron, a través de sus experiencias individuales, durante las presentaciones. La tercera fase se dedicó a *la receptividad de experiencias nuevas* relacionadas con los aspectos seleccionados a través de viajes a los campos y de reuniones con expertos. La última fase de descubrimientos, trató de identificar necesidades, delineó recomendaciones y aseguró compromisos.

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