



EUROPARC
F E D E R A T I O N

EUROPARC Federation Strategy

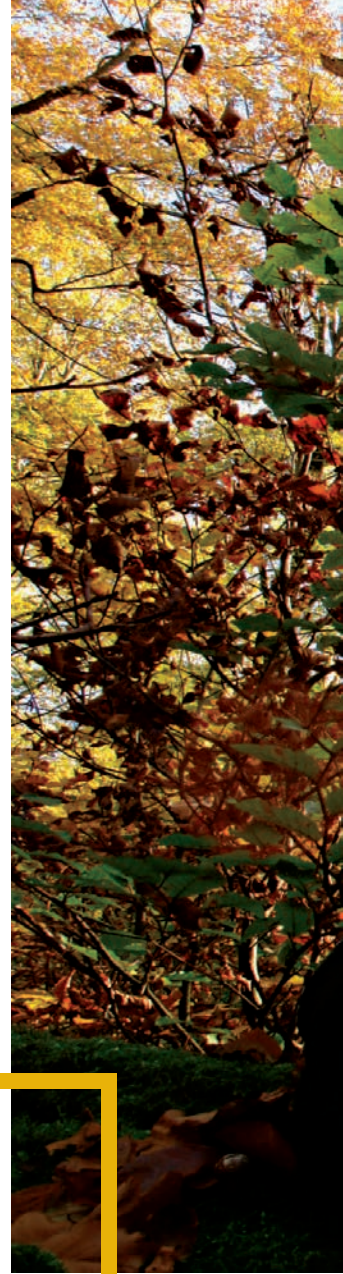
2015-2021



EUROPARC Federation
STRATEGY DRAFT

for the General Assembly 2014
29th September 2014





CONTENTS

- I. OUR ASPIRATION
 - OUR NETWORK
 - OUR PURPOSE
 - OUR VALUES
 - OUR FOUNDING AIMS
 - OUR GOALS
 - STRATEGY COMPONENTS

- II. STRATEGIC THEMES OF WORK
 - 1. Working for Nature
 - 2. Helping People and Organisations learn
 - 3. Promoting Sustainability: Role of Protected Areas in Sustainable Development
 - 4. Working Together: Building our Organisation

- Annex



OUR ASPIRATION

EUROPARC seeks to build a strong, united voice for Europe's natural heritage, that will be the voice for all nature and landscape Protected Areas.

We seek to realise a stronger, unifying, European network organisation that is better placed to respond to current and future challenges facing Europe's nature.

This strategy aims to provide a framework to underpin the continued development of the EUROPARC Federation as the network for Europe's natural and cultural heritage.

OUR PURPOSE

Europe's natural heritage is a myriad of habitats, landscapes and ecosystems, sculpted by nature, shaped by man.

Europe's natural heritage knows no boundaries: therefore, in order to sustainably and effectively manage these natural resources, EUROPARC believes that the future protection and conservation of nature and landscapes is best achieved through networking and cooperation. This works best through personal contact. Through personal contact comes mutual understanding, shared experiences, knowledge and innovation in policy and practice.

Protected Areas are one of the main pillars of the future protection and wise use of these precious resources. On our crowded continent, Protected Areas are more valuable than ever as repositories for nature, sanctuaries for human well-being and drivers for sustainable economic growth. Collectively, these areas provide Europe's ecological life support systems.

However, economic pressures and budget cuts for nature conservation work are requiring core objectives and priorities to be re-thought. This comes at a time when biodiversity loss continues and the impacts of climate change require urgent attention. In a fragmented landscape, under increasing pressure from various sources including climate change, land use and competing demands, the scale of the threats merit concerted 'on-site' action: also, increasingly, there is a need to manage all Protected Areas with reference to their wider surroundings and in terms of their key importance for Europe's natural heritage, its people and communities.

This context necessitates change and holds significant opportunities - saving biodiversity is not optional: how it is used, managed, resourced and prioritised is important. New, better-integrated approaches and more innovative funding mechanisms are required. Greater ecological coherence, increased protection for biodiversity and improved sustainability for our natural heritage and its resources are urgently needed.

OUR NETWORK

The EUROPARC Federation network is dedicated to practical nature conservation and sustainable development of Europe's biodiversity, fostering holistic landscape approaches. This involves and requires effective conservation, restoration and management of functioning ecosystems, where Protected Areas are integral components of the natural and cultural European landscape areas beyond designated sites. Protecting Europe's natural heritage through fundamental principles of international cooperation and inclusivity will be central to our network.

The EUROPARC Federation was born out of the curiosity of people working in Protected Areas, to find out what is happening elsewhere. This curiosity, and the interdependence of Europe's nature, led the founders of the Federation of Nature and National Parks, to commit themselves, to further the conservation of Europe's nature through international cooperation. This hope for a better future emerged in the early 1970's at a time of considerable political and economic crisis. The human pressures on the environment were recognised through the Stockholm declaration and the first CITES agreement was signed, signalling that species themselves were at risk of extinction through unsustainable use. 40 years later, the challenges, the need for international cooperation and the hope remain.

A full history of the Federation is available in the publication "People, Passion, Protected Areas, 40 Years Working for Nature".

Today, the EUROPARC Federation is the representative body of Europe's Protected Areas. Protected Areas who are members of the EUROPARC Federation themselves, represent all European designations such as N2000 sites, SPA and SAC's, as well as all national and regional designations, national parks, biosphere reserves, regional parks, marine Protected Areas, etc. Further, EUROPARC members, through national agencies have the responsibility for the overall implementation of Commission directives, including the management of N2000 sites.



The founders set out an ambitious resolution

EUROPARC Federation, original resolution, 1973

...the bodies in charge of nature parks and national parks will combine and form a European Federation with the object of achieving in unison the founding, financing and laying out of national and nature parks in Europe, of exchanging ideas and experiences, of co-ordinating plans and measures, of making possible the creation of parks which straddle political frontiers and of instructing the general public on the aim and object of nature parks and national parks and of implementing a programme of meetings or conferences for this purpose.

OUR FOUNDING AIMS

EUROPARC's founding aims are enshrined in our statutes and commit the organisation to promote:

- the activities of organisations and individuals concerned with Protected Areas and their values and benefits;
- environmental awareness, education, learning and capacity building for Protected Areas across Europe;
- international cooperation, in particular by fostering multi- and transnational Protected Areas' partnerships;
- mutual support and assistance, in particular by creation of networks, through exchange and understanding of ideas, skills and experience, as well as training on legislation, policy and practice relating to the organisation, administration and management of Protected Areas;
- cooperation with and advocacy work towards the European Institutions, national governments, international and national non-governmental organisations and institutions in order to raise their concern and strengthen action for Protected Areas and to foster the aims and activities of the EUROPARC Federation;
- understanding and sympathy for the interests of European Protected Areas amongst the wider public.

OUR GOALS

For the past 40 years, EUROPARC has pursued these aims and had made a significant contribution in all aspects of the work of Protected Areas in Europe. The Federation remains committed to building on the experience gained to create an enduring legacy, to renew the organisation and to ensure it remains relevant to European issues. In preparing a new strategy, it seeks to continue that work and to serve the interests of its members, who manage all aspects of European Protected Areas and importantly Europe's N2000 sites, through international cooperation.

EUROPARC Federation, the biggest Protected Area network in Europe, through the implementation of this 6 year strategy and beyond, will aim to improve its effectiveness and greater efficiency for members. For example, our work will be delivered by a wider range of actors, especially amongst our sections. There will be greater opportunities to complement core member services by securing projects in areas that reflect members' priorities.

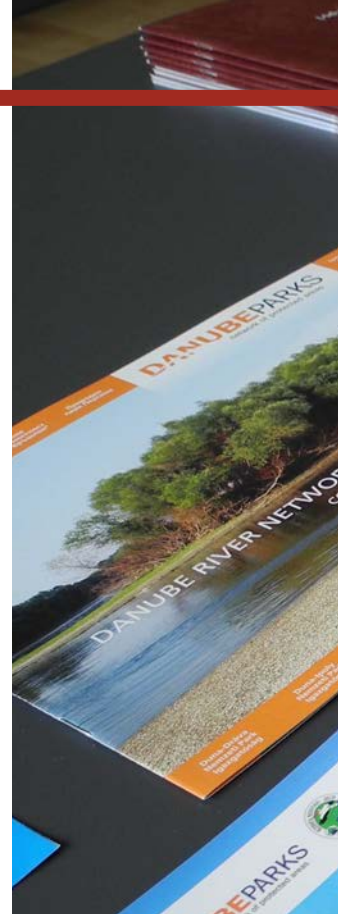
We will aim to maintain and grow our membership in pursuit of the strategic objectives. With a wider membership base, the network will be better positioned to develop links and act to positively influence partners through other established fora.

At the same time, the network will be better placed to explore new ideas and formulate new initiatives that meet members' interests.

OUR VALUES

We believe it is important that our work is underpinned by a set of values that should permeate our organisation.

All the work of the strategy has been identified in order to accomplish the mission and work towards the vision. We will also ensure that the set of values espoused by EUROPARC is also embedded in both **what we do** and **how we do it**.



These values are:

FUN

provide opportunities for enjoyable networking experiences. Cultural and professional barriers can be overcome to enable people and organisations to cooperate better together.

RESPECT

for each other, for cultural differences, people in the landscape and for the intrinsic value of nature.

SHARING

experiences, knowledge, ideas, best practise.

LEARNING

new skills, how to manage nature and sustainable development.

COOPERATING

with each other, on projects, to develop and innovate for Protected Area management, to conserve nature and promote sustainable development.

SUSTAINABILITY

to consider the impact of our operations on the environment and to ensure we make sustainable choices whenever possible.





OUR STRATEGY 2015-2021

Coming at a challenging time in the Federation's history, with fluctuating membership affecting income and resources of the organisation, and increased expectations and demands in Protected Area management, the ability to respond effectively, as an organisation will test the limited human capacity available. It is however, a challenge, as an organisation, this new strategy sets out to address.

This strategy for the EUROPARC Federation, based on the extensive consultation with members, is a mechanism to bring clarity to the purpose of our organisation and to enable us to discover "imaginative" means to achieve our mission and vision.

The structure and governance of the EUROPARC Federation is all the people, positions, procedures, processes, culture, technology and related elements that make up the network. This structure must align and be integrated with the strategy for that vision and mission to be achieved. Governance also shows how all the pieces, parts and processes could work together. The adoption of this new strategy is the first step in changing the structure of the organisation, in response to the members' wish for more effective governance structures (council, general assembly and directorate) and for more clear roles and responsibilities especially for sections. With a new strategy, careful thought must be given to every aspect of the structure required to support the strategy. This is not an immediate and instantaneous process in a complex and fluid organisation such as EUROPARC.

The strategy reflects how we might build the EUROPARC Federation for the future, giving both a bigger role to sections and opportunities for members to be involved. These may require some changes to the Federation's statutes and how we operate, to which members will need to agree. The details of governance change cannot be detailed here in the strategy document, but instead indicate that a more federated structure should evolve to deliver the strategy.

Naturally, the strategy takes a "big-picture-view" of the Federation, showing the areas we will work across, who will lead on this work and what in overall will be achieved. Annual work plans will give detailed level of work, but will allow for a flexible and opportunistic approach to how work will be carried out, within a broadly planned framework, given the complexities and vagaries of changing conditions and the need to identify resources. Where the strategy should indicate what are the "right things to do" for EUROPARC, the annual action plan, where human and financial resources can be prioritised, will ensure "things get done right".

Through the implementation of this strategy, EUROPARC will further seek to align both the work of the Federation and that of its members to European and international policy. In particular, to support the realisation of the EU 7EAP and to support the N2000 network by increasing awareness of the importance and role of Protected Area.

OUR VISION AND MISSION

In order to describe succinctly and encapsulate our aspiration as an organisation we have condensed our thinking into a vision, mission and strategy.

The VISION, describes what EUROPARC wishes for European nature. The MISSION indicates the role, EUROPARC as an organisation, believes it can play, in realising that vision. The strategy indicates broadly how EUROPARC intends to accomplish the mission and deliver the vision. The strategy is not a detailed tasks and action plan; this will be created on an annual basis.

Our VISION is:

Sustainable nature, valued by people.

In order to realise that vision,
we commit EUROPARC, to accomplish the following

MISSION:

EUROPARC works
for our natural and cultural heritage,
to improve and champion the policy
and practice of Protected Area management,
in order to deliver sustainable nature,
valued by people.



STRATEGY COMPONENTS

In order to help us plan and organise the work of EUROPARC, we have presented the strategy using **four main STRATEGIC THEMES** of work:

- 1) **Working for Nature**
- 2) **Helping People and Organisations learn**
- 3) **Promoting Sustainability: Role of Protected Areas in Sustainable Development**
- 4) **Working Together: Building our Organisation**

These are closely aligned to the core areas of work of the members of EUROPARC. Of course, many areas of work are cross cutting and contribute to actions across themes.

The EUROPARC Federation consists of several components – namely the Council; Members, Working Groups and Sections; the Directorate and EUROPARC Consulting. All these components need to be involved in delivering this strategy if it is to be a success.

Various differing ways of delivering aspects of the strategy have been included throughout, based on the needs identified and the preferences indicated by members in the consultation process “Our Future Dialogues”.

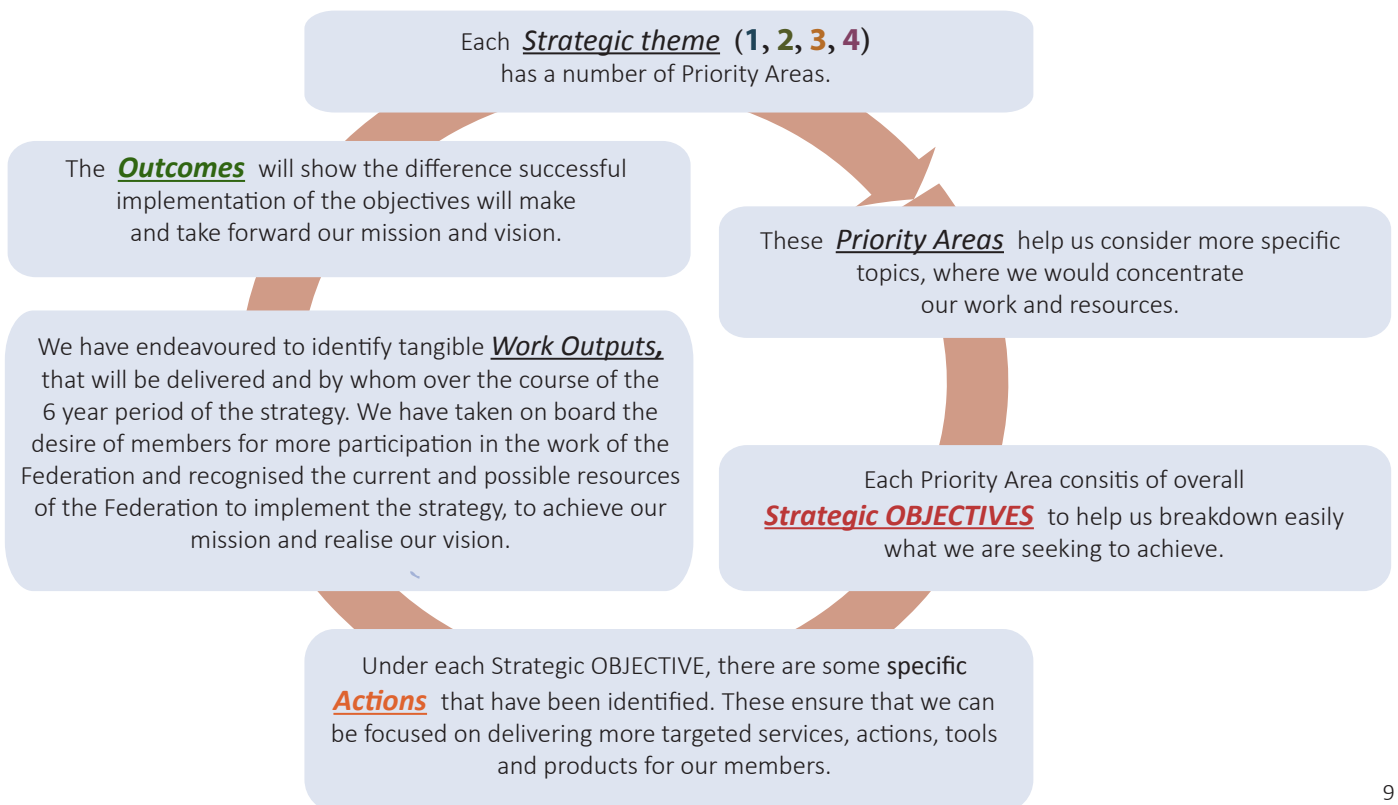
These different ways of working include: exchange and networking amongst members, training and capacity building, development of management tools and improved communications in lobbying, campaigning and information provision. As far, as is practical, we will create opportunities for greater member participation.

A simple prioritisation system has been used throughout the strategy, indicating the levels of urgency and importance of areas of work, as well as the size of the task. This is needed in order to adequately assign resources across the Federation to accomplish our mission.

<p>1 this work MUST be done</p> <p>2 this work SHOULD be done (if money is sought/ available and leader is found)</p> <p>3 this work COULD be done (if a designated member finds money)</p>	<p>S = Small M = Medium L = Large XL = Extra Large</p>	<p>} This relates to the volume of resources (human and money), complexity (internally and externally) and time involved to undertake the work.</p>
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All the work identified in the new strategy is considered necessary and is included in order to accomplish the mission and work towards the vision. In order to prioritise work though, an ANNUAL work plan will be drawn up and then reported back to monitor progress. The strategy will be reviewed after 3 years to ensure it remains both relevant and achievable responding to external and internal changes that life throws at us.

LINKING THE EUROPARC STRATEGY COMPONENTS





EUROPARC STRATEGY 2015 - 2021

STRATEGIC THEMES OF WORK

1.

Working for Nature

Managing, conserving, protecting and communicating about nature is an important theme for all our members. This can be appropriate at both policy or practice level. Finding ways to manage the natural resources that most Protected Areas have a responsibility for, whether by national, regional, EU or international designations, is a fundamental function.

The EUROPARC Federation, as the largest networking organisation for Europe's Protected Areas, has the ability to harness the experience of the Protected Area community, including N2000 site managers, in providing advice to the European Commission. The Federation also supports members to implement the directives and guidelines arising from the European Commission's Europe 2020 Strategy. Through our network, working groups and sections, with strengths in different fields related to nature conservation, e.g. sustainable tourism, economics and health, the EUROPARC Federation is able to support cross-cutting integration of EU policies.

EUROPARC is firmly convinced that implementation of existing policies and legislations is a priority in Europe today. Actions to achieve the objectives and targets set in the 7th Environment Action Programme require implementation primarily at national, regional or local level. In line with the principle of subsidiarity, the role of EUROPARC, to promote the active involvement of the wide European network of Protected Areas, is considered to be crucial. The strategy will show the contribution of our member's work in implementing European policy.

EUROPARC has therefore identified a number of areas of work, where sharing of expertise, learning new ways of working, understanding and implementing policy and developing communications and tools to support Protected Areas are included. Additionally continuing to ensure the effective management of the N2000 network across EU Protected Areas is essential. Further, the Federation seeks to improve knowledge of ecosystem services and their economic value, and contribute to the implementation of the Green Infrastructure Strategy whilst enhancing synergies and maximise coherence between the objectives of biodiversity conservation and those of farming.

WORKING FOR NATURE

		OUTPUTS WHAT THE PRODUCTS OF THE WORK WILL BE	WHO WILL LEAD ON THIS WORK	PRIORITY OF THE WORK
Priority Area	1.1 Managing Places for Nature			
Strategic OBJECTIVE	Provide quality standards to site managers to improve management effectiveness by promoting existing standards, recommendations, guidelines and European level programmes.			
	1.1a Develop a range of tools and standards/guidance to improve quality standards for Protected Areas, including effective engagement with stakeholders in planning and implementation of nature conservation and sustainable development policy.	Develop the tools and guidance	Section e.g. German Section, Spanish Section	2 L
Actions	1.1b Identify and promote at least 2 best practise examples from each biogeographic region, from the existing network for Natura 2000 managers.	2 best practise examples from each biogeographic region	Directorate and Sections	1 M
	1.1c Coordinate a workshop programme on site management topics; at least one key topic a year and implement across the Sections and at the conference.	Sections do one workshop on annual theme. Plus at least 10 workshops annually at conference or other events	Directorate and Sections, supported by Directorate	1 M

Outcome Protected Areas and N2000 sites across Europe will be able to better benchmark their work and apply higher standards to their management.

Strategic OBJECTIVE *Demonstrate the advantage for incorporating nature values and green corridors into land use planning by providing opportunities for the relevant actors to exchange ideas and good practice.*

	<p>1.2a</p> <p>Active participation in the Common Platform for the coexistence of Large Carnivores and People and disseminate findings.</p>	<p>Meetings attended and material disseminated</p>	<p>Designated member and Directorate</p>	<p>2 S</p>
<p>Actions</p>	<p>1.2b</p> <p>Collate and promote best practice examples on green infrastructure for regional authorities on land use planning.</p>	<p>1 event and at least 3 case studies</p>	<p>Section e.g. Spanish Section</p>	<p>2 M</p>
	<p>1.2c</p> <p>Contribute a Protected Area perspective to the EU green infrastructure policy programmes.</p>	<p>Produce a fact sheet and a position paper from EUROPARC</p>	<p>Directorate</p>	<p>2 M</p>

Outcome *Conservation of nature and landscapes in Protected Areas and across regions will be better embedded and integrated into development and land-use planning at the appropriate level, including the EU 2020 strategy.*

- 1 this work **MUST** be done
- 2 this work **SHOULD** be done (if money is sought/ available and leader is found)
- 3 this work **COULD** be done (if a designated member finds money)

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1.3 Grow the Protected Area network

Strategic OBJECTIVE

Enlarge, export, and grow the Protected Area model, especially in the marine/coastal and peri-urban environment by actively involving and enthusing new stakeholders.

1.3a	Support the role and designation of MPAs in marine spatial planning by collating best practice examples and developing recommendations for policy and practice.	At least 5 case studies and 1 paper with recommendations and lessons learned	Atlantic Isles Section	2
1.3b	Promote wilderness / wild areas in and outside Protected Areas as an alternative for sustainable land use and increase the understanding of the wilderness concept.	At least 2 events at least 1 project proposal	Wild Europe , Designated member of Wilderness Working Group	2
1.3c	Engage with entities that support peri-urban nature and landscape conservation, in particular to promote and support the implementation of applying the European Landscape Convention widely across the network.	Partnerships created and attract new members to the Federation	Directorate New Protected Area partnerships Designated member	3

Outcome

Protected Areas are recognised as key tool for nature and landscape conservation in both the terrestrial and marine environments.

1.4 Inspire People

Increase awareness of the general public on the values and benefits of Protected Areas through inspiring European level programmes.

	<p>1.4a</p> <p>Organise at least 1 pan - European common level awareness raising event, such as the European Day of Parks, for the general public, stakeholders and visitors to Protected Areas.</p>	<p>1 event / per year</p>	<p>Directorate and Sections</p>	<p>1 M</p>
<p>Actions</p>	<p>1.4b</p> <p>Initiate and run at least 2 coordinated campaigns targeting decision makers at the national and EU level to influence policy that affects Protected Areas.</p>	<p>2 coordinated campaigns</p>	<p>Directorate and Sections</p>	<p>1 XL</p>

Outcome *People understand the importance of Protected Areas for nature and people, and continue to support and appreciate them.*

Strategic OBJECTIVE *Increase awareness and participation of Youth and Junior Rangers in the work of Protected Areas through inspiring European level programmes.*

<p>Action</p>	<p>1.4c</p> <p>Engage the next generation in the Junior Ranger and Youth+ programmes to provide opportunities for youth leadership and advocacy for Protected Areas.</p>	<p>1 new Youth+ programme 1 Junior Ranger programme per year</p>	<p>Directorate</p>	<p>1 L</p>
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Outcome *Young People understand the need for, the value of and support Protected Areas and their mission in nature conservation and role in sustainable development.*

- 1 this work **MUST** be done
- 2 this work **SHOULD** be done (if money is sought/ available and leader is found)
- 3 this work **COULD** be done (if a designated member finds money)

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2. Helping People and Organisations learn

People who work in and for Protected Areas need a lot of information, skills and expertise to do their jobs. They are entrusted to manage Protected Areas in such a way to show society that it needs to interact with nature in a more sustainable way and they also need to help people value and respect the natural world. As the work of Protected Areas becomes more diverse and complex, then access to new information and ideas is essential to overcome the challenges parks and organisations face to develop new, efficient and effective solutions. Across Europe, most of the issues are the same, but differing ways of working have been developed. Therefore, EUROPARC provides exclusive opportunities for members of the Federation, to network, share and learn. Herewith members can develop and plan for their own needs, learning from their peers and therefore seek to facilitate and increase expertise and knowledge on topics relevant to Protected Areas.

No improvement in policy implementation will be achieved without adequate investment in developing capacity within the Protected Area management community to deliver more effectively managed and conserved protected natural heritage. This means also raising awareness in the wider public and in youth, about the role of Protected Areas, and to promote active citizenship experiences in favour of nature conservation.

The wish to improve the management of Protected Areas in Europe, now with the addition of N2000 sites, through international cooperation, networking and shared experience, still remains embedded in the DNA of the organisation. Networking is the key to sharing and expanding knowledge. Networking with EUROPARC is like a pyramid of investment in knowledge that multiplies as it is shared across the network. The more that is put in, the more we get out. This is the strength of the Federation over the last 40 years, which has enabled it to encompass topics, from tourism and habitat management, to sustainable development and working with young people.

Added value will be realised by working collectively, focussing on generating tangible benefits for members and, in particular, their staff. Practical information, expertise and ideas will be harvested and shared to produce real, innovative learning opportunities, essential for up-scaling operations, delivering greater efficiency and optimising impacts. Delivering inspiring and motivational services for people will be a key goal, building on current, strong methods, such as workshops, seminars and conferences. New approaches are likely to become increasingly important, including for example, e-learning and joint research opportunities.

HELPING PEOPLE AND ORGANISATIONS LEARN

<u>Priority Area</u>	2.1 Collaborative working	OUTPUTS WHAT THE PRODUCTS OF THE WORK WILL BE	WHO WILL LEAD ON THIS WORK	PRIORITY OF THE WORK
<p><u>Strategic OBJECTIVE</u> <i>To share skills, good practice and to improve international cooperation between members to achieve a stronger network.</i></p>				
<p><u>Action</u></p>	<p>2.1a Develop and promote a platform to share resources that respond to training needs of Protected Area professionals.</p>	<p>One platform</p>	<p>Designated member</p>	<p>1 M</p>
<p><u>Outcome</u> <i>Improved practice and increased collaboration in Protected Area policy and management within and between European nations.</i></p>				
<p><u>Strategic OBJECTIVE</u> <i>To support and extend the Transboundary Network of the EUROPARC Federation.</i></p>				
<p><u>Actions</u></p>	<p>2.1b To undertake at least 1 Transboundary verification per year.</p> <p>2.1c To support the work of the TransParcNet.</p>	<p>One new TB verification annually</p> <p>One annual meeting</p>	<p>Designated member, Directorate</p> <p>Directorate</p>	<p>1 M</p> <p>2 L</p>
<p><u>Outcome</u> <i>Not only will habitats and species be better managed across borders, but there will be also greater cooperation in nature conservation and sustainable development between European nations.</i></p>				

Priority Area 2.2. Staff Development

Strategic OBJECTIVE To provide opportunities to share knowledge and expertise amongst Protected Area professionals to improve quality and effectiveness of their work.

Actions	2.2a	10 events per year, Conference, workshops	Sections, Directorate, host member, EUROPARC Consulting	1
	To organise networking events across Europe on a regular basis.			L
Actions	2.2b	5 per year	Directorate, Consulting	1
	To organise Alfred Toepfer scholarships (in collaboration with the Alfred Toepfer Foundation) and facilitate staff exchange between members.			M

Outcome A more highly skilled and more knowledgeable cadre of staff in Protected Areas.

Priority Area 2.3 Training

Strategic OBJECTIVE To increase expertise, in interested members, on specific EUROPARC programmes to deliver the present strategy.

Actions	2.3a	3	Consulting	1
	Training to support the EUROPARC products, such as Charter for Sustainable Tourism in Protected Areas, Transboundary, and Junior Ranger programmes.			M
Actions	2.3b	3	Consulting	2
	Develop training programmes and run training events to help deliver the strategy.			L

Outcome More skilled and trained staff able to deliver sustainable tourism, working with youth and transboundary cooperation, which will increase the success of these programmes.

- 1 this work **MUST** be done
- 2 this work **SHOULD** be done (if money is sought/ available and leader is found)
- 3 this work **COULD** be done (if a designated member finds money)

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3.

Promoting Sustainability

- Role of Protected Areas in Sustainable Development

A common accepted definition of sustainable development is *development that meets the needs of the present without compromising the ability of future generations to meet their own needs*. It has been recognised that society faces challenges and changes on how we use natural resources, produce food, and interact with nature. EUROPARC believes that not only are parks themselves facing challenges and pressure from visitation and misuse on the land they manage, but have the opportunity and potential to act as catalysts for sustainability and life style changes at a local and regional and indeed national level. Based on strong connections and identity that many people have with natural places, parks have evolved more participatory and inclusive models of working.

This approach has the potential to develop new ways of living that reduce the impact on natural resources and benefit people and society. Therefore, EUROPARC seeks to mainstream Protected Areas as models for sustainable development, to deliver social, economic and environmental benefits, with stakeholders across relevant sectors.

EUROPARC has a long established success in bringing business, in particular in the tourism sector, to be involved in Protected Areas associated in implementing EU policy, to deliver a resource efficient Europe. That experience will be further developed. EUROPARC is also one of the very few NGOS working in the field of improving the health and wellbeing of Europe's citizens in a Protected Area context. Initiatives developed by Protected Areas can offer good solutions and alternatives. Therefore EUROPARC will highlight the role, and examine the policy effectiveness of N2000 sites and Protected Areas to safeguard the Union's citizens from environment-related pressures and risks to health and wellbeing.

PROMOTING SUSTAINABILITY

- ROLE OF PROTECTED AREAS IN SUSTAINABLE DEVELOPMENT

		OUTPUTS WHAT THE PRODUCTS OF THE WORK WILL BE	WHO WILL LEAD ON THIS WORK	PRIORITY OF THE WORK
Priority Area	3.1 Sustainable Tourism in Protected Areas			
Strategic OBJECTIVE	EUROPARC will consolidate the European Charter for Sustainable Tourism in Protected Area (ECSTPA) network and promote the ECSTPA as a tool for the sustainable tourism development at international level.			
	3.1a Consolidate the network of ECSTPA in individual parks, with tourism Partners and with travel agencies.	Charter strategy approved and 150 certified Parks, 2000 tourism Partners and 50 travel agencies	Directorate and Sections, designated member (Sustainable Tourism Working Group STWG)	1 L
Actions	3.1b Promote a common platform with other awarding schemes for Sustainable Tourism Destinations based on Protected Areas in order to lobby effectively for at European and international levels.	1 platform	Directorate Designated member (STWG)	2 S
	3.1c Gain international recognition of the Charter as an efficient tool for sustainable tourism development and disseminate it outside Europe.	2 international recognitions 1 country outside Europe with Charter established	Section e.g. Federparchi-EUROPARC Italy Directorate	2 M

Outcome *Protected Areas will be managed with collaboration from tourism businesses to ensure that the resources are more sustainable and a wiser use of Protected Areas.*

Priority Area	3.2 Sustainable Agriculture in and around Protected Areas
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Strategic OBJECTIVE *To promote people and nature friendly agriculture across Europe.*

3.2a	Investigate and initiate a „Charter“ for Sustainable Agriculture developed from the Protected Areas methodology of working in partnership with relevant stakeholders to encourage people and nature friendly agriculture in or around Protected Areas.	1 approved project	Designated member (France) Directorate	3 XL
Actions				
3.2b	Input to the lobbying work of existing European platforms working on the CAP reforms for the next financing period.	3 platforms 1 position paper / year	Directorate	2 S

Outcome *Agriculture policy and practice supports the management of Protected Areas and contributes positively to their objectives for nature and people.*

Priority area	3.3 Nature and Health
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Strategic OBJECTIVE *Raise awareness of the benefits of nature for human health and facilitate action by Protected Area managers and the health sector.*

3.3a	Share experience and develop good practise on the links between nature and health in Protected Areas at a European level.	1 meeting of “interested group” 2 case studies per year	Designated members e.g. (FI/ SCO)	2 M
Actions				
3.3b	Develop a toolkit for Protected Area managers to promote green exercise.	1 toolkit	Designated members e.g. (FI and SCO)	1 M
3.3c	Contribute to European experience the preparation of the IUCN guidelines and HPHP initiatives.	1 position paper	Designated members e.g. (FI and SCO)	2 M

Outcome *Protected Areas are shown to be a valuable tool in increasing the health of society and are recognised as a valuable tool in increasing public health and well-being.*

Priority Area **3.4 Climate change in Protected Areas**

Strategic OBJECTIVE *To support Protected Area managers to increase the role of Protected Areas in climate change mitigation and adaptation.*

3.4a	6 case studies	Directorate, Transboundary areas, Sections	2
Identify and promote the benefits of effective Protected Area management for climate change mitigation.			L
3.4b	2 workshops	Designated member	2
Identify, share of experience and good practise to adapt Protected Area management to climate change.			L

Outcome *That the role of Protected Areas in mitigation of and adaptation to climate change is recognised at a policy and practise level.*

Priority Area **3.5 Future Proofing - New Topics for Protected Areas**

Strategic OBJECTIVE *Explore new topics to support Protected Area managers' contribution to sustainable development.*

3.5a	2 topics	Designated member, Directorate	2
Identify topic of interest for members.			S
3.5b	2 workshops	Designated member	2
Identify solutions, sharing experience and good practise for the new topics.			L

Outcome *Policy and practice in Protected Areas, in relation to sustainable development continues to develop to meet the changing needs of nature and people.*

- 1 this work **MUST** be done
- 2 this work **SHOULD** be done (if money is sought/ available and leader is found)
- 3 this work **COULD** be done (if a designated member finds money)

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4. Working Together - Building our Organisation

The EUROPARC Federation is built on the principle that Europe's natural heritage is better conserved and managed through international cooperation and so we seek opportunities for networking, exchange and collaboration in all areas of our work. It is incumbent upon EUROPARC, therefore, as a responsible NGO to manage the challenges affecting our members and our organisation, to remain effective and relevant and aware, that as Protected Areas change, their membership of a European network invariably changes.

The operational context of organisations with responsibilities for nature protection are changing with budgets for nature conservation organisations across Europe are likely to be under increasing pressure in the next few years; however, levels of demand will remain and the challenge for all organisations will be to deliver quality services with fewer resources. It will be necessary to consider alternative ways of working to deliver activities as efficiently as possible and maximise opportunities, which also ensure continuing focus on practical and integrated Protected Area management.

Growth, decline and change are process that we need to address, to ensure our governance system meets the needs of the organisation and that we work together to improve the resilience and stability of the Federation. Being an effective and efficient network means looking for continual development and improvement of the organisation. As such EUROPARC recognises the need to collaborate closely with other NGO's and partners and grow and develop our network.

The work of the EUROPARC council, its sections and working groups is vital to the delivery of the work programme. With this huge voluntary effort, and collective expert experience, EUROPARC can achieve far more than just the staff available.

WORKING TOGETHER

- BUILDING OUR ORGANISATION

		OUTPUTS WHAT THE PRODUCTS OF THE WORK WILL BE	WHO WILL LEAD ON THIS WORK	PRIORITY OF THE WORK
Priority Area	4.1 Governance: how we work			
Strategic OBJECTIVE	Improve the governance system of the EUROPARC Federation to meet good governance principles and to increase the effectiveness of the Federation.			
	4.1a Review and improve as necessary the statues and standing orders and regulations to improve the effectiveness of the general assembly, Council, Sections, Directorate, and Consulting in implementing the strategy.	All Sections, validated by Council and then approved by GA	Council	1 M
Actions	4.1b Develop the capacity of the Council members, by clarification of the roles to increase their effectiveness on Council tasks, to better understand and contribute to delivering the mission of EUROPARC.	2 induction workshops for new Council members, mentoring programme	Council Directorate	1 M
	4.1c Improve ways of working as needed to increase the role of Sections and members in developing the work of the Federation.	Signed agreements to deliver work and promote products of the Federations	Council, Directorate, Sections	1 L

Outcome *An efficient structure that will fully and effectively deliver the strategy of the EUROPARC Federation is agreed and developed accordingly.*

Priority Area

4.2 People power - Human resources

Strategic OBJECTIVE

Develop the potential of human resources, needed for the implementation of the strategy, across the EUROPARC Federation network.

4.2a	Coordinate efficiently with the active involvement of Sections, through contribution of resources to the implementation of the strategy by all actors taking clear responsibilities.	Annual work plan jointly agreed and developed with Directorate and Sections, designated members	Council Directorate	1 M
4.2b	Support Sections through capacity building and jointly attracting resources through project proposals.	At least 5 projects	Council Directorate Sections	1 M
4.2c	Adopt a flexible and adaptive approach to secure the appropriate capacity of the Directorate to implement the strategy both in headquarters and in use and functions of the office in Brussels.	2 audits of needs	Council	1 S
4.2d	Support working groups as think and do tanks and project development units for contributing to the work of the Federation.	Number of outputs from working groups	Council to approve working groups and work plans	2 M

Outcome *Greater participation by a larger number of members, bringing great effectiveness to the work of the Federation.*

- 1 this work **MUST** be done
- 2 this work **SHOULD** be done (if money is sought/ available and leader is found)
- 3 this work **COULD** be done (if a designated member finds money)

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Priority
Area

4.3 Federation Finances

**Strategic
OBJECTIVE**

Identify new innovative ways to be more sustainable, and to save and gain funding for Federation activities.

4.3a	Develop a transparent collaborative efficient system within the Federation to increase the financial resources through involving Sections and members and EUROPARC Consulting.	Guiding principles for income generation within the Federation	Council	1 M
4.3b	Encourage members and Sections to contribute to development and implementation of an income generation / fundraising strategy in order to increase the financial capacity across the Federation by sharing and developing expertise and know how.	Agree an income/ fundraising plan	Council Directorate Sections Members	1 L
4.3c	Maintain the security of the income provided by the membership fee to deliver the functionality of the critical staff group of the Federation.	Maintain agreed level	Directorate	1 M
4.3d	Develop a wider base of the EUROPARC membership to increase support for and increase the profile of the work of the EUROPARC Federation.	Increase membership by 20 %	Sections Directorate Council	1 M

Outcome

A more secure financial base to invest in the Federations activities and services for members.

4.4. Talking and listening: Smarter Communications

Strategic OBJECTIVE *Develop smarter communications to increase the effectiveness and visibility of Federation work amongst members and towards key stakeholders.*

Actions	<p>4.4a</p> <p>Increase effectiveness of delivering focused messages about the work, products and services of EUROPARC with the aim to gain support for and increase the profile of the Federation.</p>	Review and audit communications	Directorate	<p>1</p> <p>S</p>
	<p>4.4b</p> <p>Review and improve as necessary the internal communication media to ensure EUROPARC messages are effectively transmitted.</p>	Plan and agreement with Directorate and Sections	Sections, Directorate and some activities jointly implemented	<p>2</p> <p>M</p>

Outcome *The work of the EUROPARC Federation and its members is more visible and effective.*

- 1** this work **MUST** be done
- 2** this work **SHOULD** be done (if money is sought/ available and leader is found)
- 3** this work **COULD** be done (if a designated member finds money)

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