TAPAS GROUP

Tourism and Protected Areas Specialist Group

Strategy 2015-2020

Adopted by TAPAS Group ExCo on 29 September 2015
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1. Preamble

This document provides guidance to the Tourism and Protected Areas Specialist Group (TAPAS) on a strategy and work program for 2015-2020. The document outlines the role of TAPAS, context, membership, cooperation and partnerships, communication, and a program of work.

This strategy looks to the future regarding what can be achieved, considering the limitations on effectiveness worldwide through a volunteer group.

This strategy follows the previous 2010-2014 Strategy for the group, and was developed by the TAPAS Group's Exco. Contributions were used from 35 members who provided suggestions through an online survey.

2. Background

The World Commission on Protected Areas (WCPA) is the world's premier network of protected area expertise. The WCPA is administered by IUCN's Programme on Protected Areas, and has over 1,700 members, spanning 140 countries[1].

The Tourism and Protected Areas Specialist Group (TAPAS Group) is one of several voluntary groups convened under the WCPA.[2] Further information about the context of WCPA and TAPAS Group is provided in Annex 1.

3. Vision and mission

Vision: We envision a future when tourism in protected areas is environmentally, socially and economically sustainable

Mission: The mission of TAPAS is to provide a forum where people collaborate, stimulate dialogue, share expertise, develop and disseminate knowledge, and enhance learning, in order to enable the planning, development and management of sustainable tourism in PAs.

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[1] http://www.iucn.org/about/work/programmes/gpap_home/gpap_wcpa/
[2] See http://www.iucn.org/about/work/programmes/gpap_home/gpap_wcpa/gpap_wcpaactivities/

4. Objectives and targets

The priorities of the TAPAS group are to contribute to the work of the IUCN and WCPA to: (1) conserve biodiversity, (2) generate knowledge, (3) build awareness and (4) improve governance and equity [3].

The **objectives** of the TAPAS group are [2],[4]:

(a) **Strengthen the capacity and effectiveness of protected area managers and policy makers** and others in relation to sustainable tourism, through learning, exchange and the development of information and guidance in a managed professional network;

(b) Provide an interactive **forum** for individuals working on protected areas and tourism, which allows them to network, communicate, collaborate, and develop partnerships.

(c) Provide **strategic advice** to governments and others on the optimum approaches to sustainable tourism in protected and natural areas.

(d) **Develop and disseminate knowledge** on tourism and protected areas, including case studies and best practice syntheses.

(e) **Enhance the level of tourism contribution to the goals of protected areas** and protected area systems.

(f) **Enhance the capacity of WCPA through the TAPAS group**, including through co-operative ventures with networks and partners and, in particular IUCN members, and recognize their contributions.

The **terms of reference** for the TAPAS Group is to contribute constructively to the mission of IUCN and WCPA, in a voluntary capacity, and in particular to:

- **provide technical advice** on sustainable tourism, biodiversity and heritage protection and conservation, where IUCN's advice is sought;
- develop **guidelines and tools** for the management of tourism that supports sustainable development, local economic development, biodiversity conservation, human and natural health outcomes, environmental education, awareness raising, monitoring and evaluation, and fosters attachment and support for nature;
- develop **case studies and syntheses** to investigate best practice models and policies for sustainable tourism management, including facilitate special issues of major academic and practitioner journals on topics relevant to tourism and protected areas

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[3] WCPA (2008) Mandate 2009-2012, IUCN World Conservation Congress, October 2008
[4] Eagles, P. (2009) Task Force on Tourism and Protected Areas, Report to the WCPA Steering Committee of May 2009, dated March 23, 2009

- **communicate** best practice tourism and visitor planning and management to policy makers, planners, protected area managers, the tourism industry, development agencies and others;
- **foster professionalism and technical competence** in the establishment and management of sustainable tourism and visitation to protected areas including assisting with publications, education, standards, and capacity development where applicable;
- **work with colleagues** from other WCPA Specialist Groups and Task Forces, IUCN Commissions and partner organisations to further the key role of protected areas in achieving sustainable tourism that contributes to biodiversity conservation and sustainable use of natural heritage;
- **provide support for international initiatives** relevant to protected areas in their country/region on sustainable tourism;
- Support the Parties and the CBD Secretariat, Working Groups and Task Forces in delivering the goals of the **CBD Programme of Work on Protected Areas**;
- **Develop a model for integrating the work of TAPAs more closely with IUCN** via discussions regarding the sponsorship of tourism and protected area research, as suggested above, and delivering a joint plan of communications based and approved fundraising goals together with the leadership of IUCN.
- **forge stronger partnerships and linkages** with international agencies working on sustainable tourism that promote synergies to help achieve the mission of the TAPAS Group, including the UNWTO, Global Sustainable Tourism Council, 10YFP and others;
- **actively participate in international conferences** and workshops on sustainable tourism and protected areas, encouraging members to share their experiences, engage with a broad spectrum of stakehodlers, and raise awareness the TAPAS Group.
- **Develop a model for financing the cost of TAPAs administrative and research leadership**, including reviewing the potential for donor support, corporate support and grants, and partnering with academic institutions to allow raising funds through their non-profit, research programs.

5. Reflections on the previous strategy (2010-2014)

1. Institutional strengthening:	What was done, 2010-14
• Work closely with the Chair and Steering Committee of the WCPA to develop an action oriented executive committee	Achieved: Exco was developed. All members are active, and some very proactive.
• Review and expand the voluntary membership to a core group able to contribute to the TAPAS objectives	Achieved: Expanded from 18 in 2010 to over 250 in 2014
• Develop a network of members and associates that represent all the WCPA regions and relevant stakeholder groups	Achieved: See membership strategy, 2014

(protected area managers, relevant UN bodies, private sector, donor agencies, NGOs, academia etc) and young members to ensure an action oriented Group	
• Develop a practical strategy and work plan for 2010-14 based around the WCPA Work Plan and inputs from WCPA members	Strategy was implemented comprehensively. Linkages with other IUCN commissions could have been stronger 4- year action plan was probably too ambitious and complex, and difficult to track. Annual reports and workplans to WCPA exco were more practical and realistic. Outputs include the production of journal special editions: Koedoe (Tourism and protected areas); Parks (tourism and the Aichi Targets); and Tourism and Hospitality Research (A decade of progress in tourism and protected areas: in preparation); a chapter on Visitor Management in the IUCN Protected Area Governance and Management book,
• Analyse options for linkages between other IUCN programs, Commissions, WCPA Task Forces and Specialist groups, and initiate collaborations.	Achieved. Was analysed in 2010, and commissions and groups were reached out to at that time. Some were keen to collaborate. In subsequent years interactions were mainly reactive, rather than proactive.
2. Reinvigorate membership and outputs of TAPAS, following membership review above	
• Establish directory of members and email list of confirmed members	Achieved. See membership strategy, as revised 2014
• Re-establish TAPAS newsletter and page on WCPA website	Partially achieved. WCPA website was revised. Exco decided not to use a newsletter, as it had been difficult to get materials from members to populate it previously.
• Confirm work plan with identified timelines, outputs and support from the WCPA for Tourism related Task Forces as appropriate around specific tasks	Achieved. In 2010-11 an excel database was developed, that was probably over ambitious and difficult to track. Use of the WCPA Exco annual reporting and monitoring was more realistic and effective.

• Seek financial support for specific projects	Achieved. Funding was obtained for the 3rd edition of the Best Practice Guidelines for Sustainable Tourism in Protected Areas, and for concessions meetings in Africa.
• Develop an effective communications strategy including options for social networking sites, listserves and mailing lists.	Achieved. TAPAS has a website (IUCN), wiki, google-group, facebook site, and Linked-in group. Direct email is also used as needed
3. Contribute to upcoming IUCN and WCPA events and organise TAPAS member meetings for those attending:	
• 2010 Healthy Parks Healthy People Congress, Melbourne	Robyn Bushell participated
• 2012 World Conservation Congress	Robyn Bushell and Yu-Fai Leung participated
• 2014 World Parks Congress	All exco members and numerous TAPAS Group members participated. 125 Tourism presentations at WPC and official parallel events. Tourism Journey compiled
• Regional WCPA events	Exco meetings participated in: 2011 – Anna Spenceley 2012 – Glen Hvenegaard and Liz Halpenny 2014 – Ron Mader and Elena Nikolaeva
4. Contribute to international meetings and conventions including:	
• Revise the 2002 Sustainable Tourism in Protected Areas: Guidelines for Planning and Management	In progress. Publication was launched at the 2014 World Parks Congress with subsequent revisions being finalized
• Contribute to the CBD process for the PA workplan in 2010	Achieved. Also contributing to revision of the CBD Tourism Guidelines, for 2014
• Review international tourism events on sustainable tourism relevant to protected area issues (e.g. Global Sustainable Tourism conference, 2010) and participate where advantageous and feasible utilising membership	Achieved: Members have participated actively in sustainable tourism meetings globally. These are reported in our annual reports (2010-2013)

6. Targets for the 2015-2020 Strategy

The **targets** for the TAPAS Group between 2015 and 2020 are:

1. **Institutional strengthening**:
   - Maintain the TAPAS Exco and continue to engage in regular coordination conference calls.
   - Develop a practical strategy and work plan for 2015-20 for the TAPAS Group, aligned with the WCPA Work Plan, with inputs from TAPAS Group members, and with measurable targets.
   - Provide a democratic framework for renewing and revising Exco members, including the Chair, Vice Chair, and all Working Group coordinators (currently Knowledge Development, Capacity Development, Community Development, World Heritage, Conferences, Membership and Communication). Ensure a transparent election process for at least one position is held each year, on a rotational basis.
   - Establish new Working Groups, and coordinators on Economics, and Biodiversity and Environment.
   - Strengthen each of the working groups, each developing its own membership, annual workplan and collaborative activities aligned with the TAPAS Group's terms of reference. Seek financial support for specific projects, in line with the Fundraising Strategy (see Annex 2).

2. **Knowledge Development:**

   - Develop a series of publications that complement the IUCN Best Practice Guidelines, with more detail on key themes.
   - Develop data models and simulations to give IUCN, PA managers, stakeholders and the global community the most up to date analysis of the revenue generation capacity of tourism, through different revenue generation models presently used and new models that can be implemented via the digital tourism economy in future.
   - Establish a collaborative program with Cornell Center for Sustainable Global Enterprise (CSGE), Samuel Curtis Johnson Graduate School of Business
   - Develop research agreement with research programs dedicated to working on issues aligned with the TAPAS Group
   - Create themed presence on-line for projects
   - Raise funds for research based on a TAPAS Group research program summary
   - Develop IUCN dialog to discuss funding program and cooperation
   - Establish student research program at Cornell CSGE
   - Develop faculty research program at Cornell CSGE with senior tenure faculty committed to research topics announced on-line with funding internally
   - Develop broader scope of research for funders based on student and faculty collaboration
   - Inclusion of knowledge development within the Community Working Group, including a special journal issue on benefit-sharing from tourism and protected

areas and the development of Best Practice Guidelines for engaging with communities.

- Inclusion of knowledge development within the Economics Working Group, including a special journal issue on the theme and the development of associated Best Practice Guidelines.

3. Capacity Development:

- Establish the Capacity Development Working Group (CDWG) and further develop and confirm a TAPAS Group capacity development strategy, including determining priorities for the next five years.
- Coordinate TAPAS activities with IUCN WCPA capacity development initiatives, outlined in the Strategic Framework for Capacity Development in Protected Areas and Other Conserved Territories, 2015-2025.
- Stimulate partnerships and collaborate with other groups through TAPAS Group members and others (e.g., TIES training; USDA International Programs, etc.).
- Prepare capacity development tools and materials that will support the adoption of TAPAS Group products developed by the knowledge and community working groups.
- Advise and support agencies and organizations on capacity development needs and approaches, by providing appropriate advice and solutions to protected area site and system managers, tourism industry specialists and others (including working through the Community Working Group and the various activities that they are engaged with).

4. **Membership building**, in line with the current Membership Strategy (see Annex 3):

- Expand and strengthen the voluntary membership that represents all the WCPA regions and relevant stakeholder groups (protected area managers, relevant UN bodies, private sector, donor agencies, NGOs, academia, etc.) as well as young members who are action oriented.

- Maintain and distribute the directory of members to the TAPAS Group.
- Provide ample opportunity for members to contribute to planning and strategy processes, in addition to the Group's activities.
- Encourage greater active engagement within the Working Groups to maximise outputs and ensure growth within the TAPAS Group.

5. Communication:

- Development of Communication Working Group to evaluate current efforts and to craft manuals and tip sheets specific to communicating tourism and protected areas

- Development of communication workshops to be integrated with existing conservation conferences and events
- Monthly TAPAS Group Orientation hangouts provide digital training showing members where and how to share information and ask questions online
- Continued hosting of public, recorded TAPAS hangouts archived on YouTube
- Engaged participation of TAPAS Group members online using Facebook and LinkedIn accounts
- Publication of relevant reports and presentations via Slideshare
- Continued use of Google Docs for collaborative editing
- Development of a TAPAS Group website

6. Networking: Contribute to IUCN, WCPA and other international events and organise TAPAS Group member meetings for those attending, including where relevant:

- 2016 World Conservation Congress
- 2024 World Parks Congress
- Regional WCPA events
- Convention on Biological Diversity meetings
- 10 Year Framework of Planning (YFP) on Sustainable Consumption and Production meetings on Sustainable Tourism
- Southern African Development Community (SADC) Sustainable Tourism Forum events
- Regional UNWTO meetings

7. Communication strategy

The TAPAS Group envisions a future when travel in protected areas is environmentally, socially and economically sustainable. This Tourism Journey is underway and our work is to communicate the news, research and policy in a timely manner, taking full advantage of the social web. In the 2015-2020 period we foresee a continued growth of social web communication. In particular, expect increased use of open education resources which permit use and reuse of reports and educational textbooks, and conferences which engage participants in the room and around the world on the web via live-streaming video.

Internal Communication for TAPAS members: We use private email, phone calls, Dropbox and Google Groups for internal communication with TAPAS members.

Internal Communication for the executive committee: The executive committee conducts a real-time Google hangout about every month. The committee also has its own private Google Group.

Internal Communication using the IUCN Portal: We are beginning to explore how to make the most of the IUCN portal.

External Communication: The majority of meaningful TAPAS communication is managed publicly on social web channels, including Facebook, Flickr, Google+ and Google Docs, LinkedIn, Slideshare, Twitter, YouTube and the Planeta Wiki. Beyond online communication, TAPAS is present at hyperlocal and global events. Our goal is to mainstream sustainability, including the conservation of biodiversity and indigenous culture. Current snapshot (2015): Events are announced on Facebook, Google+, LinkedIn and Twitter. Presentations are archived on Slideshare. We showcase members via live Google Hangouts and create topical YouTube playlists. Feedback and editing is invited on Google Docs and the Planeta Wiki. Photo Challenges are issued on Flickr for City Parks and World Parks. We encourage colleagues to edit Wikipedia and as important, learn how to wiki. As for the future, we expect changes and we are ready to make the most of newly-created avenues for communication and engagement.

8. Membership

The membership strategy (2014-2019) is reported separately, (see Annex 3), and some of its key elements are summarised below.

8.1. Executive Committee

The Executive Committee (ExCo) has members who coordinate different working groups: strategy and fundraising; knowledge development; capacity development; World Heritage; community engagement and development; communication; and membership. There is also an IUCN Secretariat focal point on the ExCo. The ExCo members meet monthly by Skype/Google to discuss the ongoing issues related to the activities of the Group. TAPAS Group ExCo members must be WCPA members.

In 2015 two new working groups will be developed on economics, and on biodiversity on environment. This will provide the group with thematic groups that reflect the triple bottom line of sustainable development.

8.2. Group membership

Individuals interested in joining the TAPAS Group can apply by completing an online application form. Applications are reviewed by the Membership Coordinator, and approved. To date there has been no criteria for membership used to screen applications: simply that the applicant has an interest in tourism and protected areas and is willing to promote the objectives of the group. The target for the end of 2019 is to have at least 500 members (Nikolaeva et al, 2014).

Benefits of membership of the TAPAS Group include (Nikolaeva et al, 2014):

- Exchanging dialogue and information with a wide range of research colleagues
- Sharing research information
- Collaborating on potential joint publications

- Participating in research programs and/or seminars and/or conferences
- Collaborating on potential joint research projects and consulting opportunities
- Membership of an on-line discussion Group for TAPAS Group members and regular emails
- Posting a short bio and a photo of interested members for professional linkages at the IUCN Union Portal TAPAS Group page.
- Access to email addresses and contacts of other people working in tourism and protected areas and specific fields

One of the broader goals over period covered by this strategy will be to develop a strategic-level membership to provide the group with high level representation in key IUCN and WCPA member organisations, and good geographic representation. The group will also need to consider the size of membership, and whether to be small and managable, or larger to enable more work to be undertaken by members, but cognissant of the voluntary capacity of the ExCo to manage the group.

9. Collaboration, cooperation and partnerships

9.1. Collaboration and cooperation within IUCN

In addition to WCPA, IUCN currently has 5 other **Commissions.** Together, these commissions bring together over 10,000 specialists working on the cutting edge of conservation thinking and practice in some 181 countries[5]. Tourism is a cross cutting issue, and therefore TAPAS should engage with members on the other five commissions where there is an interest and opportunity to engage a broader constituency including the tourism industry; or those involved in conservation work as communities, NGOs or government agencies who see this sector as an important partner.   Of the five commissions, the TAPAS Group prioritises linkages with four during the coming five years:

- **Commission on Environmental, Economic and Social Policy (CEESP)** http://www.iucn.org/themes/ceesp/
- **Commission on Education and Communication (CEC)** http://cec.wcln.org
- **Species Survival Commission (SSC)** http://www.iucn.org/themes/ssc/
- **Commission on Ecosystem Management**

Within the IUCN Secretariat, the TAPAS Group will prioritise linkages with the **Business and Biodiversity Program**, in line with the One Program Approach[6]. The Business and Biodiversity Program works key industries, such as tourism, to reduce their environmental footprint and generate greater conservation benefits.

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[5] IUCN (2008) WCPA Members Guide, January 2008
[6] IUCN (2011) Working as a Union to Deliver IUCN's One Programme, Summary Statement, Endorsed by the IUCN council (76th meeting, May 2011) and the 2012 World Conservation Congress (decision 19)

Task forces and specialist groups that the TAPAS Group should prioritise collaboration and linkages with are in bold below[7]:

WCPA Strategic direction	Task Force	Specialist Group
Capacity Building	**Conservation planning**	**Economic valuation**
Connectivity	**Healthy parks, healthy people**	**Transboundary**
Governance Equity and Livelihoods	**Biodiversity**	**Management Effectiveness**
Science and Management	Legislative frameworks	Information Management
Marine	Freshwater	Grasslands
Young Professionals	**Protected areas and equity**	Cities
	Ecological restoration	Protected Landscapes
		High Seas
		Caves
		Mountains
		Wilderness
		Private protected areas
		Cultural & Spiritual Values

9.2. Collaboration and partnerships with groups outside IUCN

TAPAS Group should be well networked with international, national and destination level agencies including the following, prioritising those in bold below:

UN Agencies	Development Agencies	NGOs
United National World Tourism Organization (UNWTO)	World Bank	**Global Sustainable Tourism Council (GSTC)**
United Nations Development Program (UNDP)	International Finance Corporation	**The International Ecotourism Society (TIES)**
United Nations Educational, Scientific and Cultural Organization (UNESCO) in particular the World Heritage Centre	Asian Development Bank	Conservation International
United Nations Environment Program (UNEP)	German: GIZ, KfW	World Wide Fund for Nature (WWF)
	USA: USAID	Ford Foundation
	Netherlands: SNV	Flora and Fauna International
	UK: DFID	CARE International
	UN Foundation	The Nature Conservancy
	Aus AID	
National Level agencies	**Destination level agencies**	**Projects / Programs**
Government tourism agencies	**Private sector tourism associations**	**10YFP (UNEP) on Sustainable Tourism**
Protected area agencies	Destination management organisations	**Convention on Biological Diversity**
	Protected areas	

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[7] Adapted from IUCN (2008) WCPA Members Guide, January 2008

10. Program of work

10.1. Action plan development for TAPAS Group

10.1.1. TAPAS Group action plan

TAPAS Group action plans are compiled at the end of each calendar by the Exco with contributions from membership. The plans are sent to the WCPA Steering Committee for review, as part of the TAPAS Group's annual reporting. The Action Plans are developed in line with this strategy, the WCPA Program of Work and the Convention on Biological Diversity (CBD) program (see below).

10.1.2. Program of work for WCPA (2015-2019) and opportunities for TAPAS Group

The Global Protected Areas Program (GPAP) implements the IUCN Program for 2013-2016 across all programmatic elements. The priorities of the GPAP will help deliver IUCN's 2013-2016 Global Program. Within the three programmatic elements of IUCN's new quadrennial program, GPAP has five priority areas as outlined below.

IUCN Programme Area – Valuing and conserving biodiversity
Priority Area 1: Protected areas .... conserving nature - Promoting sustainable tourism that maintains and conserves biodiversity and is based on best practice environmental management.
Priority area 2: Protected areas .... developing capacity - Promoting capacity building among tourism stakeholders, including government personnel, protected area agency staff, the private tourism sector, and civil society.
Priority area 3: Protected areas .... achieving quality - promoting management effectiveness and recognized international standards of sustainable tourism to reach biodiversity, social and economic objectives, including the Green List.
IUCN Programme Area – Governing nature's use and sharing its benefits equitably.
Priority Area 4: Protected areas ... respecting people - Addressing linkages, participation meaningful involvement of local people in protected area tourism (including economic involvement).
IUCN Programme Area – Deploying nature-based solutions to global challenges.
Priority Area 5: Protected areas ... offering solutions - Building an active network of technical professionals working on tourism, biodiversity and protected areas globally - Producing and disseminating Best Practice guidance and tools.

The TAPAS Group will endeavor to contribute towards the development and implementation of new IUCN and WCPA strategies and initiatives, such as:

- The GPAP Program of Work(2017-2020)
- The Strategic Framework for Capacity Development in Protected Areas and other Conserved Territories (2015-2025).

10.1.3. Program relating to the Convention on Biological Diversity

An outcome of the Conference of the Parties of the Convention on Biological Diversity (CBD) in 2010 was a new strategic plan for implementation of the Convention. That strategic plan included five specific output oriented goals and 20 targets for Parties to the Convention to achieve by the year 2020, called the Aichi Targets. Over the period covered by this strategy, the TAPAS Group will focus on a selection of the Aichi Targets as described below. Activities are shaded green for high priority, orange for medium and red for low priority.

Strategic goal A. Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society		
Target 2: By 2020, at the latest, biodiversity values have been integrated into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems.		
Activity 2: Collect and synthesize best practice examples of financial accounting practices (public and private) that incorporate biodiversity values, and disseminate to tourism operators, protected area managers, etc. for adoption into their own financial management systems.	**Output 2:** Synthesized best practice accounting tools and guidance are available	**Outcome 2:** Both public and private elements of the tourism sector are reporting biodiversity values in their financial accounting practices.
Strategic goal B. Reduce the direct pressures on biodiversity and promote sustainable use		
Target 5: By 2020, the rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced.		
Activity 5a. Collate, synthesise and disseminate best practice guidance on tourism planning, development and operation, that focuses on minimising biodiversity loss in protected areas.	**Output 5a.** Synthesised tools and guidance	**Outcome 5 a:**...Expertise and skills on tourism planning are improved.
Activity 5b. Provide training for protected area managers and the private sector on managing the environmental impacts of tourism on biodiversity	**Output 5b.** Tools and guidance are available.	**Outcome 5 b.** Expertise and skills have increased on managing tourism for conservation. Habitat loss due to tourism decreases.
Activity 5c. Develop and test new tools using geographic	**Output 5c.** Tools are available	**Outcome 5c.** Management of the growth of tourism around

design and local data management.		protected areas is improved.

Target 6: By 2020 all fish and invertebrate stocks and aquatic plants are managed and harvested sustainably, legally and applying ecosystem based approaches, so that overfishing is avoided, recovery plans and measures are in place for all depleted species, fisheries have no significant adverse impacts on threatened species and vulnerable ecosystems and the impacts of fisheries on stocks, species and ecosystems are within safe ecological limits.

Activity 6a. Collate, synthesise and disseminate best practice guidance on sustainable consumptive tourism (e.g. hunting, fishing) in protected areas.	**Output 6a.** Synthesised tools and guidance documents	**Outcome 6a.**... Expertise and skills have increased on consumptive tourism.
Activity 6b. Provide training for protected area managers and the private sector on sustainable consumptive tourism	**Output 6b.** Tools and guidance are available.	**Outcome 6b.** Expertise and skills have increased on consumptive tourism.

Target 8: By 2020, pollution, including from excess nutrients, has been brought to levels that are not detrimental to ecosystem function and biodiversity.

Activity 8. Collate, synthesise and disseminate best practice guidance on the environmental impacts of tourism, including the use of environmental management systems in waste management.	**Output 8.** Synthesised tools and guidance are available	**Outcome 8.** Pollution associated with tourism decreases.

Target 10: By 2015, the multiple anthropogenic pressures on coral reefs, and other vulnerable ecosystems impacted by climate change or ocean acidification are minimized, so as to maintain their integrity and functioning.

Activity 10. Collate, synthesise and disseminate best practice guidance on reducing environmental impacts of tourism in sensitive habitats, including marine, wetland and mountain ecosystems.	**Output 10**. Synthesised tools and guidance are available	**Outcome 10**. Negative environmental impacts associated with tourism decreases in sensitive ecosystems.

Strategic goal C: To improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity

Target 11: By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscape and seascapes.

Activity 11: Identify implications for visitation and tourism in protected areas. Provide input for the planning	**Output 11:** Technical reports / White paper on implications for tourism and visitation, and planning guidance.	**Outcome 11**: More informed decisions are made regarding visitation and tourism in expanded protected areas.

of tourism services in the future in expanded PAs.		Expectations are managed regarding impacts of tourism, particularly the potential to enhance local livelihoods.

Strategic goal D: Enhance the benefits to all from biodiversity and ecosystem services

Target 14: By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable.

Activity 14a. Liaise with organizing/working group of WCPA for Healthy Parks Healthy People to establish what data has already been collated in regards to the link between PAs and people health and wellbeing	**Output 14a**: Synthesis of current knowledge	**Outcome 14a.** Better understanding of current knowledge and gaps in knowledge of the links between ecosystems and the health, livelihoods and well-being of people.
Activity 14b. Plan working sessions addressing the role of tourism and visitation in PAs to address the CBD Strategic Plan, seeking input of actions and collaboration plans from each WCPA region	**Output 14b**: Workshop reports	**Outcome 14b.** Initiate action to address the underlying causes of biodiversity loss, by ensuring that biodiversity concerns are mainstreamed throughout government and society, through communication, education and awareness, appropriate incentive measures, and institutional change.
Activity 14c. Review outcomes from Activity 1 & 2 in order to establish a program of work	**Output 14c**: Program of work	**Outcome 14c.** Production of well informed regional plans of action to contribute to 2020 CBD target

Target 16: By 2015, the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization is in force and operational, consistent with national legislation

Activity 16a . Review literature concerning the flow of financial benefits from tourism in protected areas and how those benefits are distributed to local, regional and national constituencies.	**Output 16a**: Report summarising the literature.	**Outcome 16a.** Better understanding of how financial benefits are currently distributed as a basis for determining how fair and equitable current distributional mechanisms may be.
Activity 16b. Hold an international conference on what the phrase "fair and equitable sharing" means within the context of protected area tourism.	**Output 16b**: Proceedings of the conference.	**Outcome 16b:** An initial framework for fair and equitable sharing of financial benefits from tourism in protected areas.

Strategic goal E. Enhance implementation through participatory planning, knowledge management and capacity building

Target 17: By 2015 each Party has developed, adopted as a policy instrument, and has commenced implementing an effective, participatory and updated national biodiversity strategy and action plan. into account the needs of women, indigenous and local communities, and the poor and vulnerable.

Activity 17: Encourage and support protected area agencies, through a relevant and sound rationale of benefits, to prepare	**Output 17:** Summary of benefits of preparing or updating national biodiversity strategy and action plan.	**Outcome 17:** Higher percentage of parties who have implemented an effective, participatory and updated

or update their national biodiversity strategy and action plan.		national biodiversity strategy and action plan.

Further to this, the TAPAS Group supports the implementation of the CBD's COP 12 Decision XII/11: Biodiversity and tourism development, which was adopted in 2014 in Korea. The decision is reproduced in the box below.

Decision XII/11.   Biodiversity and tourism development[8]

The Conference of the Parties,

Noting the significance of the relationship between tourism and biodiversity, and the relevance, in this regard, of the CBD Guidelines on Biodiversity and Tourism Development,

Recalling the adoption of the ten-year framework of programmes on sustainable consumption and production patterns in the outcome document of the Rio+20 United Nations Conference on Sustainable Development,[9]

Considering the experience from the application of a range of tools and instruments in sustainable tourism including sustainable ecotourism management relevant to biodiversity,

1.   *Invites* Parties and other Governments, with the support of relevant organizations, and in partnership with stakeholders in the tourism industry, including indigenous and local communities:

(a)   To promote communication, education and public awareness activities for the general public and tourists on sustainable travel choices, and on the use of eco-labels, standards and certification schemes, as appropriate;

(b)   To identify areas where there is both significant levels of biodiversity and significant pressure or potential pressure from tourism, and to develop and support projects in these "tourism and conservation hotspots", including at regional level, with the objective of demonstrating how to reduce negative impacts and increase positive impacts from tourism;

(c)   To monitor and review recreation, visits and other tourism activities in protected areas, as well as impacts and relevant management processes in ecologically sensitive areas, and to share results through the clearing-house mechanism and other relevant mechanisms;

(d)   To build the capacity of national and subnational park and protected area agencies, or other appropriate bodies, where appropriate, to engage in partnerships with the tourism industry to contribute financially and technically to the establishment, operations and maintenance of protected areas through appropriate tools such as concessions, public-private partnerships, payback mechanisms and other forms of payments for ecosystem services, in complement to public budgetary allocations and without prejudice to public mandates and obligations, towards achieving Aichi Biodiversity Target 11;

2.   *Invites* donors to consider providing funding to support developing countries, in particular the least developed countries and small island developing States, as well as countries with economies in transition, in the demonstration projects for "tourism and conservation hotspots", referred to in paragraph 1 (b) above;

3.   *Invites* relevant research bodies to undertake studies of the cumulative impact of tourism on sensitive ecosystems and of the consequences of sustainable livelihood initiatives, including tourism for biodiversity, in collaboration with appropriate national agencies, and to disseminate their

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[8] Accessible from https://www.cbd.int/decisions/cop/?m=cop-12: Twelfth meeting of the Conference of the Parties to the Convention on Biological Diversity, 6 - 17 October 2014 - Pyeongchang, Republic of Korea

[9] United Nations General Assembly resolution 66/288, annex.

results as a further means to build the capacity of Parties;

4. *Requests* the Executive Secretary, subject to the availability of resources:

(a) To develop, in collaboration with relevant organizations, ways and means to facilitate voluntary reporting by Parties on the application of the CBD Guidelines on Biodiversity and Tourism Development;

(b) To collaborate with the United Nations Environment Programme, the World Tourism Organization, the United Nations Educational, Scientific and Cultural Organization and other relevant organizations to help Parties to apply, as appropriate, the CBD Guidelines on Biodiversity and Tourism Development in "tourism and conservation hotspots" as referred to in paragraph 1 (b) above;

(c) To compile, in cooperation with Parties, relevant organizations and other partners, relevant tools and guidance, information on capacity-building programmes and best practices on the links between tourism and biodiversity, and to make this information available through the clearing-house mechanism and other means.

10.2. Fundraising

10.2.1. WCPA perspective[10]

While the Chair and Vice Chairs are encouraged to raise funds, there are some simple rules that must be followed in order to avoid the risk that different elements of WCPA or IUCN end up competing for the same donor funding. These apply specifically to proposals designed to implement the WCPA programme:

1. Before a fund-raising proposal is developed, the individual seeking funding should contact the IUCN Programme on Protected Areas at IUCN Headquarters in Switzerland.

2. Once clearance to proceed is given, both the WCPA Chair and the IUCN Programme on Protected Areas should see and approve the final proposal before it is submitted for internal review within IUCN.

3. Once approved, approaches may be made to various donors or other bodies that may be interested in funding the proposal. Any approaches should be closely coordinated with the Protected Areas Programme at IUCN HQ. The WCPA Chair and the Programme on Protected Areas will assist attempts to raise necessary resources and the guidelines above are intended to encourage, rather than discourage, fund-raising by the network. Much of the fund-raising being carried out by individual members of WCPA is designed to assist protected area field projects undertaken by governments or non-governmental organisations. Since these do not constitute fund-raising in the name of IUCN or WCPA, such activities do not need to go through the above.

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[10] IUCN (2008) WCPA Members Guide, January 2008

10.2.2.   TAPAS fundraising

The TAPAS Group fundraising strategy is reported separately (Annex 2). The key principles of the strategy include the following (Spenceley, McCool and Bushell, 2011):

*   TAPAS is a volunteer specialist group of professionals working on tourism and protected areas.
*   Coordination activities are done on a voluntary basis (e.g. convening the group, networking, communication etc).
*   TAPAS includes a diversity of individuals who each have different requirements for funding. These include people who are students, those who are retired and supported by pensions, people who are paid by their institution (e.g. academia, protected area authorities, tourism companies), and consultants.
*   Funds may be raised to cover expenses that directly relate to activities undertaken by the group. These may include (but are not limited to) transport, accommodation, venue hire, printing, publication, and research costs.
*   Fundraising for professional fees may be done on the basis that it is discounted.
*   Since TAPA-SG is a volunteer group, and cannot hold funds itself, the group should liaise other institutions with whom it can partner to administer budgets. Options include IUCN regional and country offices; Non-governmental organizations; and Private companies.

11.   Monitoring, review and continuous improvement strategies

Monthly conference calls of the ExCo will be convened to review progress and adapt plans as necessary.

This strategy should be re-visited and adapted on an annual basis. The next revision period should be mid 2019.

12.   Annex 1: Context of WCPA and TAPAS

12.1.   WCPA objectives and targets

WCPA works by helping governments and others plan protected areas and integrate them into all sectors; by providing strategic advice to policy makers; by strengthening capacity and investment in protected areas; and by convening the diverse constituency of protected area stakeholders to address challenging issues. For more than 50 years, IUCN and WCPA have been at the forefront of global action on protected areas[11]

Objectives of the WCPA are[12]:

(a) Provide **strategic advice** to governments and others on the optimum planning approaches to establishing protected areas and how best to integrate them into all sectors;

(b) **Strengthen the capacity and effectiveness of protected area managers** and their staff, through learning, exchange and the development of information and guidance in a managed professional network;

(c) **Enhance the level of investment in protected areas** and protected area systems, by persuading public and corporate donors of the value of protected areas; and

(d) **Enhance the capacity of WCPA members**, including through co-operative ventures with
partners and in particular IUCN members, and recognize their contributions.

The priorities of the WCPA are to (1) conserve biodiversity, (2) generate knowledge, (3) build awareness, (4) improve governance and equity, and (5) celebrate the WCPA[13].

The **terms of reference for WCPA members** are to contribute constructively to the mission of IUCN and WCPA, in a voluntary capacity, and in particular to[14]:

1. serve as a **two-way communication link** between in-country protected area professionals and the Programme on Protected Areas at IUCN Headquarters to provide information and ideas relevant to protected areas.
2. serve as a **link between their organisation/ constituency and WCPA**, fostering a two-way flow of information and ideas;
3. serve as a **focal point for collaboration** with the UNEP/WCMC Protected Areas Programme
4. **foster**, in association with other members of the WCPA network**, the review, establishment and effective management of protected areas** in their country/region/theme area;

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[11] http://www.iucn.org/about/union/commissions/wcpa/wcpa_overview/wcpa_about/
[12] WCPA (2008) Mandate 2009-2012, IUCN World Conservation Congress, October 2008
[13] WCPA (2008) Mandate 2009-2012, IUCN World Conservation Congress, October 2008
[14] IUCN (2008) WCPA Members Guide, January 2008

5. **provide support for international initiatives** relevant to protected areas in their country/region/theme area, such as international conservation conventions, biosphere reserves and transfrontier protected areas;
6. **foster professionalism and technical competence** in the establishment and management of protected areas including assisting with publications, education and training where applicable;
7. **respond to requests for information/advice** from WCPA officers and the Secretariat on such matters as World Heritage nominations;
8. **participate fully,** wherever possible, **in working sessions** and other activities organised by WCPA and to offer suggestions to WCPA on possible WCPA initiatives, working session venues, etc;
9. **support WCPA officer**s in regions or theme based activities, within the expertise of the member;
10. **work with colleagues** in the relevant region/theme area and with those from other IUCN Commissions and partner organisations to further the key role of protected areas in achieving sustainable development and biodiversity conservation;
11. **work cooperatively with IUCN Regional and Country Offices**, to support their work in protected areas and, where possible, respond to requests for advice, information, etc.;
12. **provide advice** on requests on people competent to serve in protected area positions where IUCN's advice is sought; and
13. **initiate nominations** for The Fred Packard Award.

12.2. *Process of becoming a member of WCPA*

All WCPA members are proposed by the Regional Vice Chairs and approved by the WCPA Chair. Vice-Chairs, Thematic Chairs, and other WCPA leaders are asked to identify appropriate potential new members from within their region and theme areas and recommend them to the Chair. Individuals can also apply directly for WCPA Membership.

To be inscribed as members of WCPA, interested individuals must:
- complete an online survey, in which they specify their interests and expected time commitment (https://www.surveymonkey.com/s/KDWCQV5)
- inform and send their CV to maria.tomasdacosta@iucn.org once he/she has completed the survey.
- the complete application (CV and survey responses) is sent to the Regional Vice Chair responsible for the applicant's region
- If the Regional Vice Chair supports the application, the applicant is accepted as a new Member on authority of the Chair.
- If the Regional Vice Chair fails to review the application or advises against admission of the applicant, the application is forwarded to the WCPA Chair for additional information and a final decision.
- On approval, the new Member is added to the WCPA database and a confirmation email as well as an information package is sent.

13. Annex 2: Fundraising Protocol for Tourism and Protected Areas Specialist Group

Approved by TAPAS group ExCo: 13 July 2011.
Revised: 26 August 2015

Anna Spenceley, Steve McCool and Robyn Bushell

1. Introduction

The purpose of this strategy is to guide TAPAS Group members on fundraising principles and protocols, which are in line with the remit of a WCPA specialist group. The strategy outlines what TAPAS Group members can raise funds for, mechanisms for raising money, and how those funds should be managed and monitored.

Currently there is no WCPA protocol for fundraising by specialist groups, and therefore this strategy will be used until it is superseded by a comprehensive protocol provided by the IUCN secretariat.

2. Purpose of funds raised

Funds raised by the TAPAS Group are intended to support the implementation of activities that relate to our strategic objectives and the TAPAS Group annual plan.

Funds may be used to pay for expenses directly related to activities, and under certain circumstances for professional time (see 'Principles of fundraising' below).

3. Principles of fund raising

The following principles should guide any fundraising activities undertaken by the TAPAS Group and its members:

(i)   The TAPAS Group is a volunteer specialist group of professionals working on tourism and protected areas.

(ii)   Coordination activities are done on a voluntary basis (e.g. convening the group, networking, communication etc).

(iii)   The TAPAS Group includes a diversity of individuals who each have different requirements for funding. These include people who are students, those who are retired and supported by pensions, people who are paid by their institution (e.g. academia, protected area authorities, tourism companies), and consultants.

(iv)   Funds may be raised to cover expenses that directly relate to activities undertaken by the group. These may include (but are not limited to)

transport, accommodation, venue hire, printing, publication, and research costs.

(v)   Fundraising for professional fees may be done on the basis that it is discounted (see Box 1).

(vi)   Since the TAPAS Group is a volunteer group, and cannot hold funds itself, the group should liaise other institutions with whom it can partner to administer budgets. Options include IUCN regional and country offices; Non-governmental organizations; and Private companies.

Box 1: Example of discounted time

Members decide how much of their time they can contribute voluntarily to TAPAS activities (e.g. 20 days per year). After this, they decide how much their professional time would be discounted (e.g. 50%, 20% etc). All members may have different levels of discounting, depending on their personal circumstances. The level of discounting must be explicit in any funding proposal.

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4. Process of applying for funds[15]

The protocol for fund raising within the TAPAS Group is as follows:

(i)   One or more TAPAS Group members develop/s a **technical proposal** for an activity in the annual plan or action plan.

(ii)   If needed, this proposal includes a **financial proposal** covering expenses. This may also include discounted professional fees if necessary. This details where the funds will be held, and how they will be managed during the activity.

(iii)   The proposal is **sent to the TAPAS Group chair**, and the **TAPAS Group ExCo reviews** the proposal.

(iv)   The proponent is invited to participate in a **conference call** with the TAPAS Group ExCo, to review and discuss the proposal.

(v)   If **revisions** are recommended, the TAPAS Group chair contacts the project proponent with those comments, and the proposal may be re-submitted.

(vi)   Once approved, approaches may be made to various donors or other bodies that may be interested in funding the proposal. Any approaches should be closely coordinated with the Protected Areas Programme at IUCN HQ. The WCPA Chair and the Programme on Protected Areas **will assist attempts to raise necessary resources**[16].

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[15] IUCN (2008) WCPA Members Guide, January 2008
[16] IUCN (2008) WCPA Members Guide, January 2008

The guidelines above are intended to encourage, rather than discourage, fund-raising by the network. Much of the fund-raising being carried out by individual members of WCPA is designed to assist protected area field projects undertaken by governments or non-governmental organisations. Since these do not constitute fund-raising in the name of IUCN or WCPA, such activities do not need to go through the above. [17]

4. How funds are managed and outputs

The project proponent/leader is responsible for managing and accounting for the activity funds. Once the activity is completed, the project leader should send the outputs of the activity to the TAPAS Group chair, and a short financial report. A format for this will be developed and provided by the ExCo.

Project outputs will be reviewed by the TAPAS Group ExCo, and any technical comments will be given where needed. When finalized, and where relevant the output will be acknowledged as a TAPAS Group deliverable, in line with the annual plan.

The output will then be circulated to the WCPA Chair and the IUCN Programme on Protected Areas.

5. Management of outputs with funds raised independently of TAPAS and this protocol

TAPAS Group members may have independently raised funds for activities that relate to the TAPAS Group objectives and action plan.

If they wish to seek the endorsement of the IUCN WCPA for these outputs, then they should be sent first to the TAPAS Group chair for approval by the ExCo.

The output may then be acknowledged as an IUCN WCPA deliverable, and be allocated use of the logos.

6. Review of this strategy

This strategy has been reviewed by the TAPAS Group ExCo and the WCPA Chair. This strategy is due for revision in 2019
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[17] IUCN (2008) WCPA Members Guide, January 2008

14. Annex 3: Membership strategy (2014-2019)

Attached as separate document.