



DI SẢN THIÊN NHIÊN THẾ GIỚI
VƯỜN QUỐC GIA PHONG NHA - KÈ BÀNG
WORLD NATURAL HERITAGE PHONG NHA - KÈ BANG NATIONAL PARK



First Annual Report for the PUP Global Heritage Consortium

2013

Entrance to Phong Nha Ke Bang National Park and World Heritage Site, Quang Binh, Vietnam



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Years ago, when I worked at RARE Ecotourism and Community Development Program alongside Fernando García of Mexico, expert in tourism and community development and now Consortium advisor, who noted that organizations that start with no money have the best chance of success while organizations that start with a lot of money often fail. Years later, I read the same idea from David Bornstein that start ups that succeed have little or no money, do not follow step-by-step plans, and are not concerned with measuring outcomes. In the beginning, change is rapid and organic and many different approaches will be tested and discarded. In short, new organizations often start off slow like a train, picking up speed as they learn before they begin to create an impact. The PUP Global Heritage Consortium follows this social entrepreneur model.

In 2013, the Consortium launched its first projects, earned its first euros, has begun developing a global network, and produced a variety of materials. In 2014, we will have new projects, new members, and take advantage of opportunities as they emerge, but also consolidate aspects of the Consortium to allow us to speak in one voice, to leverage ourselves to achieve projects even more in line with our mission, and move resources more agilely than we could in 2013.

I'm very excited that after so many years working on PUP locally, now the Consortium can work internationally toward our mission: change the global heritage management paradigm through the adoption of Holistic Planning.



Art Pedersen
Former Director of
UNESCO Tourism Program
& Current PUP Advisor

In 2000, the UNESCO World Heritage Centre director, Natarajan Ishwaran, said to me, "If you can't save World Heritage sites, what protected areas can you save!" He advocated using World Heritage sites for conservation experiments, and we thought that something new needed to be done with tourism and visitor management.

So I asked colleague Brett Jenks (now RARE's CEO) if he would be interested in a joint project with UNESCO. Brett said yes, and together with UNEP in Paris, we prepared a proposal for the United Nations Foundation on tourism and biodiversity conservation. We received funding and were off.

What was unique about that project was that it integrated protected area and community needs; it questioned paradigms, such as why those voluminous management plans that everyone advocated had very low implementation. Finding that plans were usually written by an external consultant with little local buy-in, Jon Kohl, then at RARE, took the challenge to develop a public use planning training manual to guide management staff through a process whereby it develops and implements the plan.

The manual was accompanied by a robust delivery system to enable local staff to learn and strengthen their protected area organizations. This had all the right stuff for World Heritage sites and both during and after the project, for a decade we spread the word, training and influencing protected area staff at sites in Latin America, Vietnam, Montenegro, Indonesia, and Portugal.

However, that was then and now PUP through the Consortium has a life of its own. Fresh ideas are afloat, new projects and proposals are being generated and important institutions like CATIE in Costa Rica with vast influence in Latin America are partners. It's a privilege to see this growth in the Consortium's first year and be associated with a group of outstanding professionals that have stayed with it, many, from that first project way back when in 2000.

PUP Global Heritage Consortium's Competitive Edge

As time passes, we understand our organization better and what it could be. The Consortium is a non-profit, non-incorporated, multi-sectorial, mission-driven organization. While its mission is to change the planning and management paradigm in the heritage management world, it should derive the majority of its funds from pay-for-services, membership, and sales of publications and courses.

The Consortium began in 2013 but advances with nearly 15 years of experience in public use planning, researching new paradigms from a variety of fields, having carried out projects in Asia, Africa, Europe, and Latin America. It has created a network of sympathetic participants around the globe and a manual that has been tested, tested, tested, and continually improved, based upon a novel and successful user-friendly model for training manuals pioneered by RARE (www.rareconservation.org).

While a learning organization continually experiments and moves forward, our competitive edge is nearly impossible to replicate by new entrants. We are unique in the world in our mission (which is both sad and exciting at the same time) and several indicators point to greater opportunity in the future:

- Continued failure of plans around the world
- Climate change drives need for more agile, adaptive organizations
- Rise of alternative Post-Modern perspectives and approaches in the field (public participation, minority rights, consensus-based decision-making, community relations, spirituality, etc.)
- Increasing power of non-hierarchical, virtual networks (social media, Arab Spring, networked organizations such as Toyota)

In execution

In 2013 the Consortium initiated or in one case continued with a number of projects.

Évora World Heritage City, Portugal. Working with Évora, a World Heritage City in Portugal, carried over from PUP's last project under UNESCO and in collaboration with the Network of World Heritage Sites of Portuguese Influence and Origin. Under the inspired leadership of Nuno Domingos, the director of culture and tourism, this city is carrying out PUP with its own resources. Jon Kohl offers pro bono technical assistance because of our relationship and also because Évora could become a very important precedent, given its cultural and urban dimensions, as well as possible source of future work for PUP. This case exemplifies the principle of sticking with our partners even if there is no funding at all times. Nuno has become quite a student of PUP and is quickly becoming our most important PUP authority in Europe.

Consortium Projects



Gustavo is a historian for the Municipality of Évora, serves on the PUP planning team, and gives occasional tours of the city.

Site Planning for Life



Managing Visitors for Heritage Destinations



Manual for Heritage

Site Planners and Managers



Van Dong Geopark, Vietnam. At the request of our partners in the UNESCO-Vietnam office, we agreed to do some pro bono review of PUP products. UNESCO has been working with the geopark in Vietnam to carry out a limited version of PUP, although progress has proven very slow. Nonetheless, it represents our continuance of collaboration in Vietnam (our 4th site), a very important country for PUP due to our experience and the strong allies we have with UNESCO in Hanoi.

Phong Nha Ke Bang National Park, Vietnam. Perhaps our most important project (5th site in Vietnam) because it is the first to come during the PUP Consortium's existence and using the proposed model. Thanks to ETE, our German core member, which administered the project on behalf of the Consortium, we successfully carried out the first exploratory trip in October, financed by the German KfW. The field work was led by PUP facilitator Pham Duyen Anh with support from Pham Huong in the Hanoi UNESCO office. Thanks to this trip, the Consortium has earned its first few hundred euros currently held by ETE on the Consortium's behalf. In January we completed the Letter of Agreement with this World Heritage park and KfW will fund a complete PUPin collaboration with UNESCO. We are proud to have UNESCO as a partner with the PUP approach.

Colombian Government Best Practices Guide. The PUP Consortium has teamed up with OpEPA, a national Colombian NGO specializing in environmental education as well as Corporación Clorofila, a green-minded tour operator in Bogotá. CATIE is handling the contract on behalf of the Consortium. The government has asked OpEPA to update and improve a guide on sustainable tourism best practices for local service providers around the country. Jon Kohl is taking the lead with PUP facilitator Carlos Rosero representing OpEPA and Luis Fernando Castro representing Clorofila. OpEPA technically has the contract and is sub-contracting CATIE which in turn sub-contracts Jon, Bernal (as official project supervisor on behalf of the Consortium), and Matt Humke of Solimar International, our Technical Support Member, offering a hand.

Book on new paradigm in heritage planning. Steve McCool (PUP advisor) and Kohl are finishing a book, *The Future Has Other Plans: Journey from Conventional to Holistic Planning in the Case of Natural and Cultural Heritage Areas*, which details why plans usually fail to be implemented and the emerging ideas around the world that may transcend those barriers. The book will serve as the philosophical base for the Consortium. The proposal has been accepted by Fulcrum Publishing as part of the applied communications series edited by interpretation guru, Sam Ham. We will deliver in a few months.

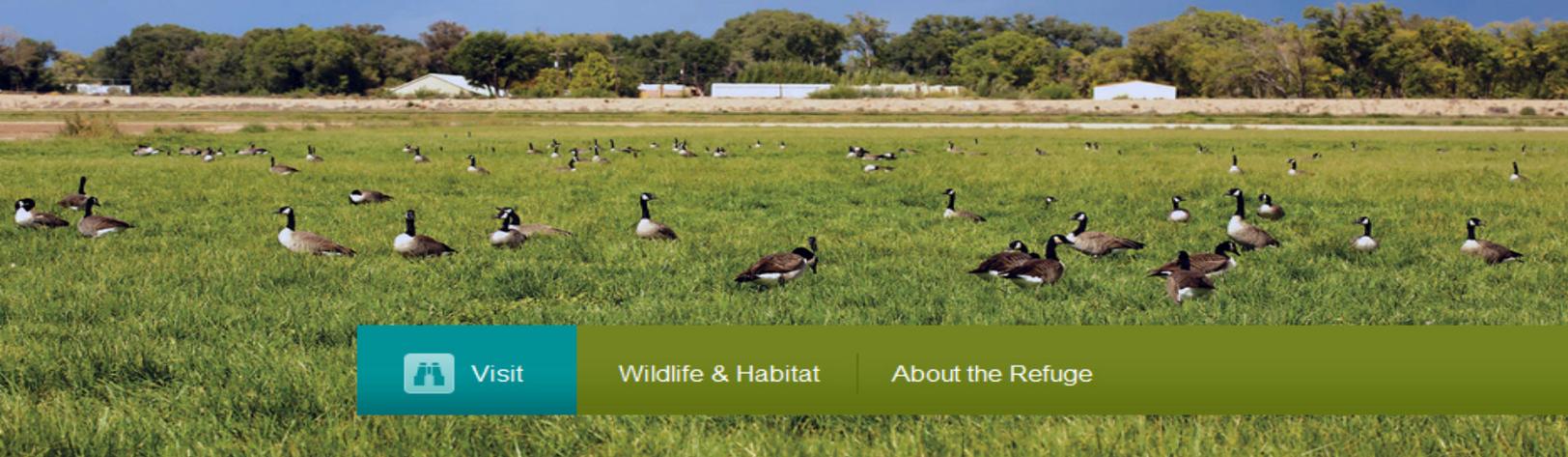
Paper on Authenticity ROS. Because of PUP's work in cultural World Heritage Sites in Portugal and Kenya, we had to modify the ROS (Module 4) zoning system which applies principally to large natural landscapes, irrelevant for small-scale cultural sites. By applying the concept of authenticity, PUP tested a new form of experience zoning in a number of sites including Kenya's Fort Jesus, a World Heritage Site in the Portugal project that started PUP but did not finish. McCool and Kohl have produced a first paper but will finish it as soon as they deliver the book draft. This would be the first academic publication to come directly out of PUP work.

Claudia Virgen sent to Germany. While not really a project, the Consortium sponsored Claudia's participation in a workshop in Germany on tourism development. The UN World Tourism Organization organized the conference and via Michael Meyer had one remaining spot. Michael asked Consortium for an eligible candidate and sent Claudia.



Valle de Oro

National Wildlife Refuge | New Mexico



Visit

Wildlife & Habitat

About the Refuge

Under Development to Begin in 2014

Valle de Oro National Wildlife Refuge, USA. We are partnering with Great Outdoors Consultants (www.greatoutdoorsconsultants.com), a recreation services firm based in Fort Collins, Colorado. The project calls for interpretive and site planning at the newest urban wildlife refuge in the National Fish & Wildlife Refuge System. Great Outdoors Consultants, led by Drew Stoll, a reputable recreation planner is taking the lead and sub-contracting Technical Service Member Duane Fast of ArtCraft on behalf of the Consortium. The FWS awarded the contract on 28 January 2014. This is the first Consortium contract in the USA.

Phong Nha Ke Bang National Park, Vietnam. As of this writing, we have not formalized the full PUP in this World Heritage Site. Hopefully we will begin very soon in order to achieve a Version 1.0 PUP by the end of the year.

Colombian Training Alliance. The Consortium, OpEPA, and Corporación Clorofila have entered into conversations to formulate and launch a training



The director of Phong Nha Ke Bang National Park declares his willingness to his team to enter into the PUP Process, during the exploratory trip.

alliance by combining the strengths of all three to train in tourism and public use related themes in Colombia. The abovementioned project on the best practices guide is our first collaborative effort. Progress on the alliance has been very slow but 2014 should determine its fate.

Membership

Core Members

CATIE, Costa Rica. Dr. Bernal Herrera is the director of the Protected Area and Biological Corridors Program at this post-graduate natural resource management university. The institution is unique in that it has a 16-country membership and its activities reach throughout Latin America and the Caribbean. CATIE is our Latin American Headquarters.

ETE/Germany. Michael Meyer, a former employer of the UN World Tourism Organization and founding director of Ecological Tourism in Europe, leads an organization that also wants to change sustainable

tourism planning in Europe. Due to the similarity of thought and mission, ETE is our core member in Europe and for the time being, Asia where it administers the Vietnam project on behalf of the Consortium. Bernd Rath is the chief operations person and works closely in the administration of our contract.

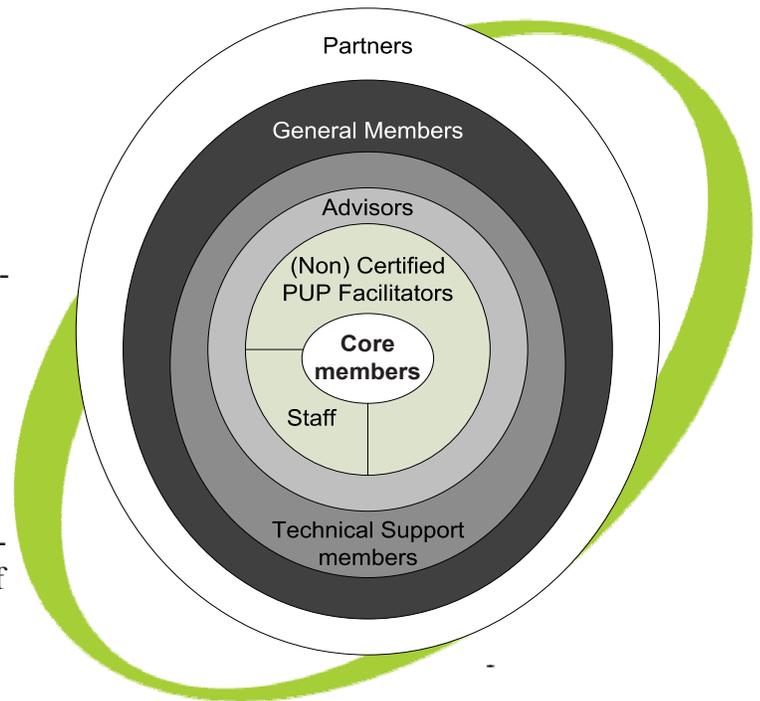
Consensus Building Institute, USA. Stacie Smith, based in Cambridge, Massachusetts, is a senior member and in charge of social policy and cultural resources section of the organization. Due to the prevalence of conflicts in protected areas, CBI represents a key skill area both in mediating conflicts but more importantly helping stakeholder groups develop the capacity to mediate their own resource-related conflicts.

Technical Support Members

TSMs are organizations and people who bring a special skill or knowledge area to complement the skill/knowledge pool of the Consortium. As a TSM they are not required or expected to be involved in Consortium development, only to advise and be the go-to organization when that skill or knowledge area is required by a project. Nonetheless they are expected to hold up PUP principles when involved in PUP activities. We developed a document stating the guidelines of a TSM to be in the Consortium. In 2013, we started off slowly with two for profit organizations. We took care in TSM to reconcile the inherently different viewpoints of for profits and not for profits.

Solimar International, Washington, DC. Matt Humke is director of enterprise develop-

Conventional Heritage Planning and Managing Field



ment for Latin America and Solimar brings invaluable experience in business planning and destination marketing to the Consortium mix. He is aided in Washington, DC by Jennifer Park.

DisplayCraft, Inc., Canada. Duane Fast is the long-time CEO of this company that designs and fabricates environmentally friendly signage and exhibition panels. Duane himself is an international champion of interpretation and dedicated to development. The company works throughout North America as well as in China.

Advisors

We currently have three advisors and created advisor guidelines for their participation.

Dr. Steve McCool, retired professor of the University of Montana and world renown expert in protected area planning and management. He was one of two external evaluators of PUP back in 2002 and has lots of international experience. He hails from Missoula, Montana.

Art Pedersen. Art was director of the UNESCO World Heritage Center's Sustainable Tourism Programme. It was under his leadership that PUP was born and grew. Without his support PUP would not exist. Now an international consultant, Art advises the project he helped to create. He is based in Helsinki.

Fernando García. Aside from working at RARE when PUP was born, he has worked at World Wildlife Fund and DAI. Extremely experienced in tourism development, community development, and facilitation, Fernando is a big idea kind of person and a valuable asset to the Consortium.

Priorities

Funding

According to our charter, all membership categories pay some fee that would contribute to Consortium organizational development. Each of the core members for 2013 committed its membership fee. The plan also called for the general membership category at \$30/year; these would be people who support the non-profit mission. For 2014, we current have the following funds committed but not collected or spent:

Source in 2014	Number/Amount	Sum
Core member	3 X \$500	\$1,500
Technical Service Member	2 X \$200	\$400
PUP Facilitator	8 X \$50 (none yet committed)	\$200 (at least)
Advisor	3 X 0 (no charge)	\$0
General member	? x \$30	\$0
Exploratory trip overhead (ETE)	€474 (collected)	\$645
Colombia Best Practices (CATIE)	\$200 about (not collected)	\$200
Total to Date (estimated)		\$2,945

Promotional and Informational Materials Produced

Part of starting up the organization involves the production of a variety of materials that are promotional, informational, and methodological. Consider the following documents.

Material	Description	Location
Home page	The Consortium home page does little more than represent minimal presence with links to our main documents. It is intended to be respectable, if not very useful. Our first priority this year is to design a real website both promotional and a home for our documents. With existing funds, we have the resources to do this.	www.pupconsortium.net
PUP Manual	This of course is our flagship document over 400 pages long and has been evolving for the past 15 years. Every time there is a PUP project or we need some of its materials, I take advantage to update materials. It is an on-going process and will enjoy another large update as soon as the Vietnam project starts. The manual has versions in Bahasa, Vietnamese, and Spanish, all outdated. The to do list is very long. The manual includes a variety of accessory files found on our website. The main file is 73 Mb.	www.pupconsortium.net/manual/pup-manual.pdf
Charter and Operational Annex	This is the consensus document used to launch the Consortium. The Charter itself has the founding principles while the operational annex has some of the how-to manage the Consortium. Of course, it is a document in evolution especially after the first year of experimentation. See below for some recommended changes to the document. There are also supplementary documents on our vision and theoretical frameworks.	www.pupconsortium.net/charter.pdf www.pupconsortium.net/operations.pdf /vision.pdf /frameworks.pdf
Organizational Profile	This is a readable but more in-depth description of the PUP Consortium for people who want more than a peripheral glance at us. Only in English. 5 Mb	www.pupconsortium.net/profile.pdf
General Brochures	This brochure is the introductory glance to the PUP Consortium and especially the core PUP Process. It is in English, Spanish, Portuguese (thanks to Nuno), and Bahasa (thanks to Wiwien). This year we expect it in Vietnamese and German.	www.pupconsortium.net/brochure/english.pdf /espanol.pdf /portuguese.pdf /bahasa.pdf
Specific Brochures	The idea is to have a series of brochures that describe the different PUP services from its members that potential partners can choose from. When an organization already has a brochure, we ask only that they include our logo. When they do not have a brochure, they should use our standard format. This also implies a menu document as well that links to the brochures. Currently we have a brochure in English and Spanish on interpretation training. 5 Mb	/interp.pdf /interp-espanol.pdf
Process of Heritage Site Recruitment to Ally with PUP Consortium	This document offers a step-by-step to PUP Consortium members, notably PUP facilitators who want to recruit new sites to work with. It lists the available resources that we have (promotional materials) and at which moment they will likely be useful.	Dropbox: Project Set up/Process of Heritage Site Recruitment
Relationship Development with Sites	This document explains the five stages of relationship that sites can have with the PUP Consortium from exploratory trip to becoming members. In English and Spanish.	www.pupconsortium.net/phases.pdf
General posters	We have two posters, one that I created for PUP and one that Evora created that shows the modules.	Dropbox: promotional documents
PPT introduction	We have a self-read introduction to PUP in PPT format. 23 MB. There are other PPTs and videos related to PUP as well.	Dropbox: promotional documents

Conference Presentations

Part of our mission to change the heritage field will include presentations. Here are the ones given in 2013 about PUP or some aspect of PUP.

Presentation	Presenter	Event/place/date	Location
Participatory Interpretive Frameworks Increase Community Involvement in Interpreting Heritage Sites	Jon Kohl	InterpEurope annual conference, Sweden, June 2013	www.youtube.com/watch?v=j6gaVetJ9ro&list=PL915DA24807BBAD31&index=5
Évora's Public Use Plan	Nuno Domingos	Road to Oaxaca Conference, Córdoba, June 2013	Dropbox: Promotional Documents/PowerPoints/Presentations about PUP/PUP Presentation Cordoba
O Planeamento de uso público: uma metodologia participativa de gestão do Património Cultural	Nuno Domingos	Santarém, Portugal, December 2013	http://www.youtube.com/watch?v=w1_XNvUNlfg&feature=youtu.be

Publications

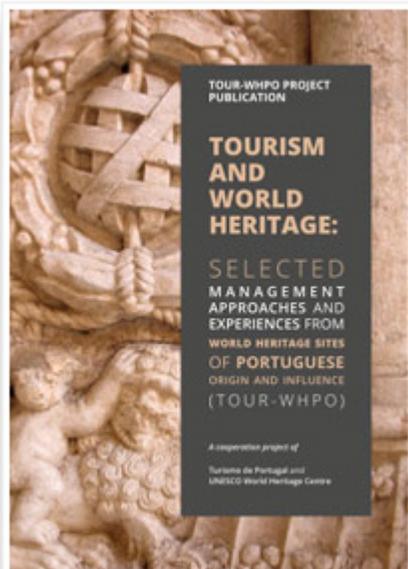
Title	Author	Publisher/date	Location
Tourism and World Heritage: Selected Management Approaches and Experiences from World Heritage Sites of Portuguese Origin and Influence	Turismo de Portugal and UNESCO Edited by Margarida Alçada, Katri Litzin, and Kerstin Manz	UNESCO, January 2013 In both English and Portuguese	http://www.tour-whpo.org/

Materials Loaned

As we envision the PUP manual being publicly accessible, sometimes I loan out PUP materials as good service and also a marketing opportunity. Here are two instances.

ProParque, Honduras. Even though we did not win a RFP (was cancelled), I managed to make it onto the team and use various module materials.

Union Island, St. Vincent and the Grenadines. This project supported by US Fish and Wildlife, the Society for the Conservation of Caribbean Birds, and Sustainable Grenadines, Inc., attempted to build an interpretive framework using the Module 2 methodology. I facilitated but unfortunately the host organization never completed the task. In 2012, we used the methodology at CATIE in Costa Rica and also El Cocuy National Park in Colombia and Carlos Rosero.



Participants on Union Island in St. Vincent and the Grenadines work to create an interpretive framework using PUP's Module 2 methodology.

Challenges and Lessons Learned in 2013

As with any new organization, the first few years should be ones of experimentation and trying different models. This kind of innovation is fostered when an organization is not tied into a tightly designed and funded project that requires immovable objectives, indicators, and funding incentive based on the fulfillment of the objectives. This is why organizations and projects that are born with funding and formal funders typically have lower rates of success as organizations and projects that are born without such funding and with the power to innovate, such as the Consortium.

We started with several assumptions that we have been testing including:

Non-incorporation. By being non-incorporated (idea originally proposed by Stacie Smith), the Consortium depends wholly on its relationships and members to survive. It does not have a bank account or the power to sign formal agreements, thus members must do so on its behalf. For this to happen there must be members who believe in the concept in order to lend their name. It also means that the Consortium will only exist as long as its relationships remain healthy. It will continue after its initial purpose has been outlived. The downside is that it is much more difficult to manage money as there is no central account. Also by depending on our relationships, we practice what we preach as we emphasize with our partners the importance of building strong relationships.

Results of experiment: So far the results have been mixed. In 2013, we were unable to find an organization to accept managing credit card payments which would allow us to have a global membership. Similarly it is questionable the idea in our charter that different core members can manage funds on behalf of the Consortium because core members do not actually have to commit their membership fees, as there is no receipt or guarantee. Thus in 2013, we did not collect any fees.

On the other side, ETE has successfully administered our first contract, collected its overhead, and passed on the money. So it can be done. CATIE is close to doing the same.

Suggestions for improvement:

1. Could formalize NGO legally to avoid the administrative problems.
2. As the charter identifies we have a treasurer who should manage all monies so that they are not spread out across number organizations. This way we can more easily establish some basic accounting rules.
3. We could also accept checks in foreign currency and simply wait for the clearance time or require that members send checks in dollars or euros to our treasurer as well as wire transfers or bank transfers. Similarly we could have two organizations that hold money in different currencies, dollars and euros, giving the members more options for payment and still reducing the number of money holders.
4. Find an outside organization to serve as our fiscal agent.

Member participation. Kohl had assumed that members would participate more because they were aligned with the mission but the lesson is that everyone is very busy and aside from advisors, members are likely to participate more when they see the rewards of projects. So far members have not generated project leads.

Suggestions for improvements:

1. So far most members have been involved in at least one proposal or project. Only ETE has earned money so far through the overhead of the Vietnam project.
2. Members seem more likely to participate if their time donation is directly related to improving the Consortium business such as through marketing efforts rather than lots of organizational development efforts. For this reason, after we work out money management, we should work on the website development which will offer clear marketing benefits.

Organizational structure. As alluded to above, we should not overstructure the Consortium, building in structures and protocols before it is necessary. Keep the bureaucracy to a minimum, but without restricting our development. Currently the lack of financial management is restricting our development.

Avoidance of internal competition. Kohl discussed early on with members of Solimar International about the value of avoiding internal competition within the Consortium. Since that time we agreed that members inscribed into the Consortium would do so only for a specific set of skills or knowledge or geographies that do not directly compete with another member. For example Solimar does many things, but for the Consortium they are the specialists in business planning and destination marketing, and their geography is global. Other organizations that join may do these same things, but they will be inscribed for other skills in order to avoid internal competition as much as possible. We will produce a menu of skills that specifically lays out which skills and knowledge areas correspond to whom. This will also be very useful for potential clients. All skills and knowledge areas will be related to our themes and mission.

Core member management of projects. The original assumption was that with the possibility of charging commission, all core members would manage projects that fall within their geographic or thematic area. CBI aptly pointed out that it is not always this simple. If a core member must sign off on a project, they assume part of the risk by lending their name and signature. Thus to accept the risk, the organization should feel the confidence in the proposed project, which depends on a person's getting informed and contributing to the project design if not execution. A core member may not always have the time or desire to do this. So core members may not be available to host all potential proposals.

Core members may not be the most appropriate host. The original idea was that one of the benefits of being a core member would be to manage money and projects on behalf of the Consortium. While this has worked out well in the case of ETE in Vietnam (where the donor is also German) and possibly CATIE with the Colombia project, a core member may not always be the appropriate project lead, such as in these cases:

1. The project idea or proposal originates with a non-core member such as a Technical Support Member
2. The Consortium is a sub-partner with another non-Consortium member and a TSM might be the most related partner in that association. This is the case of a proposal that we have to work in a US FWS refuge where I generated the initial contact but a consulting firm (of a trusted colleague) Great Outdoors Consultants in Colorado is the project lead and ArtCraft Display and myself are the sub-contractors. In this case Artcraft would be the lead on behalf of the Consortium or we could both be contracted separately

3. The contract is a theme for which no core member feels close alignment or simply does not have the time or resources to manage

Suggestion: Allow TSMs also to be the principal project lead and legal representative of the Consortium.

Kohl could serve as coordinator of the Consortium through his project involvement. Because he has no stipend or salary to manage the Consortium, he seeks projects in which he has direct involvement in order to pay his own salary. So far he is involved in two Consortium contracts and seeks several more. Also when loaded down with work, the first thing that suffers is unpaid Consortium time. As such he needs some money to focus part of his time exclusively on the Consortium, looking for projects that also benefit members without his direct involvement.

Suggestions:

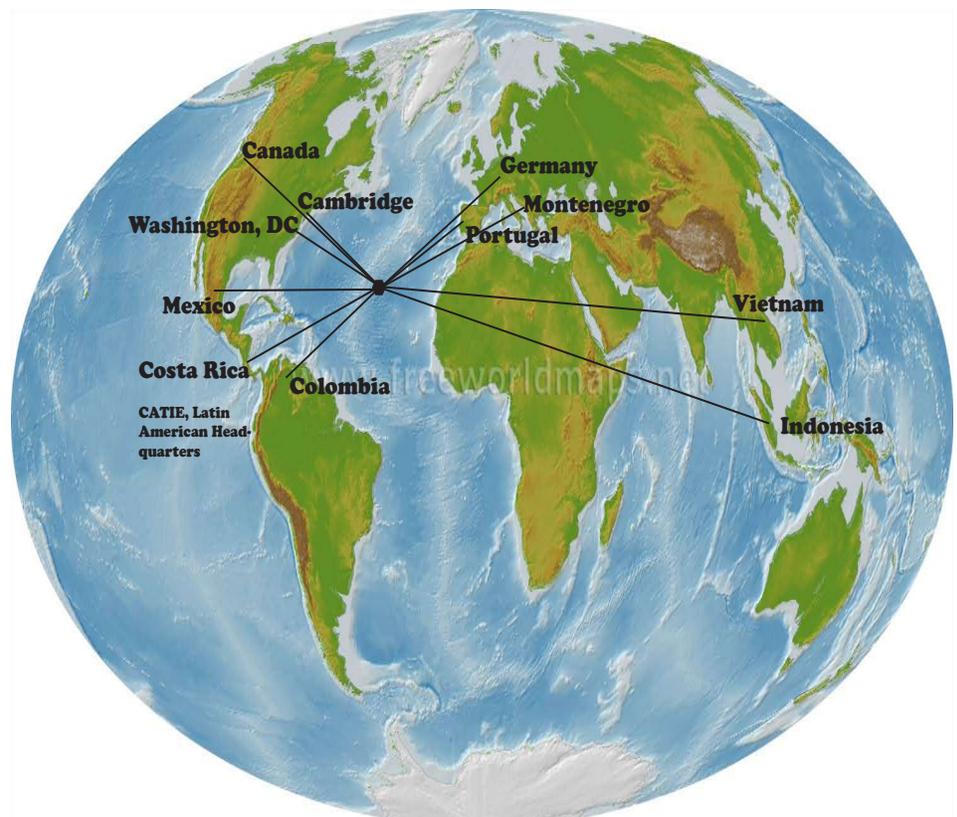
1. Look for some kind of developmental grant which may be a challenge to obtain if the Consortium is not incorporated.
2. Dedicate part of our membership fees to paying him a stipend. This would compete with investing the money in marketing and other forms of development.
3. Recruit other members to share more of the developmental work.
4. Find an individual donor or sponsor who supports the idea

Membership should be global and diverse. Our assumption is that to be global we cannot stack membership with Americans. Right now our first two advisors are both American (but very well chosen) as well as one core members and a TSM while the other TSM is Canadian. The cost is to shun adding more American advisors even though they may be very beneficial to the organization. Is this the way to go?

Suggestions:

1. Establish a quota system of where people should come from, gender split, and other affirmative action criteria
2. Ignore such criteria and simply invite people and organizations who would be most useful to the organization.

Locations of PUP Consortium Members



Consortium Consolidation

Based on the preceding discussion:

1. Consolidate the financial management so that the Consortium can have a budget and make purchases, collect membership dues, and maintain transparency.
2. Update the charter to allow this financial management.
3. Seek a development grant to strengthen the management, possibly by contacting original or earlier donors in the development of the Consortium such as the UN Foundation, Angelica Foundation or an individual donor interested in the concept.

Consolidation of Mexican Team. We have three Mexicans all closely tied to PUP but do not yet act as a team. Mexico is a large market for public use planning, thus we should find a way to consolidate and strengthen our team there. All three people represent organizations, two consulting firms and an NGO. One of them may serve as the operational base for our Mexican team.

Establish Regular Meetings of Core Members. In 2013, we did not have a single meeting of the core members which was largely my fault. CBI has offered the use of their WebX account to hold a meeting. It is important that members get to know each other which will facilitate solidarity and their willingness to work together on projects.

Sub-contract draft. We developed a draft sub-contract with the idea that a common model would facilitate core member or TSM sub-contracting other members. Our first opportunity to use it did not work out. ETE preferred to use their own format. We need to measure the value of having a common format. Perhaps instead core members could incorporate some key points into their own formats.

Other Priority Areas. Aside from Mexico, the Consortium has the most activity in Vietnam and Colombia. We should try to establish a more formal or permanent presence in those two countries. Right now UNESCO-Hanoi is a well established partner. The cultural officer is our principal PUP facilitator supported by the higher ranks in the office. Our other facilitator who was an independent consultant is leaving to pursue a PhD so we are training another UNESCO officer which will strengthen still our relationship. Further we are looking to establish ties with the National Protected Areas Association of Vietnam and involve another site or two. In Colombia, we may still invest in the training alliance and acquire a TSM in Bogotá.

At the UNESCO office in Hanoi (left to right): three interpretation students, Jon Kohl, Pham Huong (culture officer and PUP facilitator), Lanh Le (president of the national association of Vietnamese national parks), and Pham Duyen Anh, PUP facilitator for the exploratory trip to Phong Nha Ke Bang National Park. 2014 promises deeper collaboration with UNESCO in Vietnam and other entities there.

